

NOTICE  
OF  
MEETING



**CULTURE AND COMMUNITIES  
OVERVIEW AND SCRUTINY PANEL**

will meet on

**TUESDAY, 15TH NOVEMBER, 2016**

**At 6.30 pm**

in the

**COUNCIL CHAMBER - GUILDHALL,**

TO: MEMBERS OF THE CULTURE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL

COUNCILLORS GERRY CLARK (CHAIRMAN), MARIUS GILMORE (VICE-CHAIRMAN), JUDITH DIMENT, JESSE GREY, ROSS MCWILLIAMS, SHAMSUL SHELIM AND SIMON WERNER

SUBSTITUTE MEMBERS

COUNCILLORS HASHIM BHATTI, MOHAMMED ILYAS, JOHN LENTON, MARION MILLS, JULIAN SHARPE, CLAIRE STRETTON, LYNNE JONES AND MALCOLM BEER

Karen Shepherd - Democratic Services Manager - Issued: Monday, 7 November 2016

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at [www.rbwm.gov.uk](http://www.rbwm.gov.uk) or contact the Panel Administrator **Shilpa Manek** 01628 796310

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## AGENDA

### PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>WELCOME</u>	
2.	<u>APOLOGIES OF ABSENCE</u>	
3.	<u>DECLARATIONS OF INTEREST</u>  To receive any declarations of interest.	5 - 6
4.	<u>MINUTES</u>  To agree the part I minutes of the 11 August 2016 meeting.	7 - 10
5.	<u>UPDATE FROM THE TWINING COMMITTEE</u>  A presentation from Kevin McGarry, Twining Committee.	11 - 18
6.	<u>SIR NICOLAS WINTON GARDEN</u>  An update from Kevin Mist, Head of Communities & Economic Development on the Sis Nicolas Winton Garden.	
7.	<u>INDOOR SPORTS STRATEGY AND THE PLAYING PITCH STRATEGY</u>  A report on the Indoor Sports Strategy and the Playing Pitch Strategy by Kevin Mist, Head of Communities & Economic Development and Helen Preedy, Sports Development Officer.	19 - 122
8.	<u>COUNCIL PERFORMANCE MANAGEMENT FRAMEWORK QUARTER 2 2016/17</u>  David Scott, Head of Governance, Partnerships, Performance & Policy, to report to Members on the Council Performance Management Framework Quarter 2 2016/17.	123 - 152
9.	<u>WORK PROGRAMME</u>  The clerk to update Members on the work programme.	153 - 154
10.	<u>DATES OF FUTURE MEETINGS</u>  Members to note the date of the next meeting is Tuesday 24 January 2017.	



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## MEMBERS' GUIDANCE NOTE

### DECLARING INTERESTS IN MEETINGS

#### **DISCLOSABLE PECUNIARY INTERESTS (DPIs)**

DPIs include:

- Any employment, office, trade, profession or vocation carried on for profit or gain.
- Any payment or provision of any other financial benefit made in respect of any expenses occurred in carrying out member duties or election expenses.
- Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.
- Any beneficial interest in land within the area of the relevant authority.
- Any license to occupy land in the area of the relevant authority for a month or longer.
- Any tenancy where the landlord is the relevant authority, and the tenant is a body in which the relevant person has a beneficial interest.
- Any beneficial interest in securities of a body where
  - a) that body has a piece of business or land in the area of the relevant authority, and
  - b) either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body **or** (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.

#### **PREJUDICIAL INTERESTS**

This is an interest which a reasonable fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs your ability to judge the public interest. That is, your decision making is influenced by your interest that you are not able to impartially consider only relevant issues.

#### **DECLARING INTERESTS**

If you have not disclosed your interest in the register, you **must make** the declaration of interest at the beginning of the meeting, or as soon as you are aware that you have a DPI or Prejudicial Interest. If you have already disclosed the interest in your Register of Interests you are still required to disclose this in the meeting if it relates to the matter being discussed. A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in discussion or vote at a meeting.** The term 'discussion' has been taken to mean a discussion by the members of the committee or other body determining the issue. You should notify Democratic Services before the meeting of your intention to speak. In order to avoid any accusations of taking part in the discussion or vote, you must move to the public area, having made your representations.

If you have any queries then you should obtain advice from the Legal or Democratic Services Officer before participating in the meeting.

If the interest declared has not been entered on to your Register of Interests, you must notify the Monitoring Officer in writing within the next 28 days following the meeting.

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# Agenda Item 4

## CULTURE AND COMMUNITIES OVERVIEW AND SCRUTINY PANEL

THURSDAY, 11 AUGUST 2016

PRESENT: Councillors Gerry Clark (Chairman), Shamsul Shelim, Ross McWilliams and Simon Werner

Also in attendance: Councillor Samantha Rayner, Kerl Haslam (SportsAble), Michael Beaven (Our Community enterprise), Alistair Will and Jason Mills (Braywick Nature Centre).

Officers: Simon Fletcher, Sarah Hill, Harjit Hunjan, Shilpa Manek and Kevin Mist

### ELECTION OF CHAIRMAN AND VICE CHAIRMAN

Resolved unanimously: that Councillor Clark be appointed as Chairman and that Councillor Gilmore be appointed Vice-Chairman.

### WELCOME FROM THE NEW CHAIRMAN

The Chairman welcomed all to the meeting.

### APOLOGIES FOR ABSENCE

Apologies for absence received from Councillor Judith Diment, Councillor Jesse Grey, Councillor Marius Gilmore, David Scott and Mark Taylor.

### DECLARATIONS OF INTEREST

Councillor Werner declared a personal interest that he worked for a charity organisation, Guide dogs for the blind.

### MINUTES

The Part I minutes of the meeting held on 17 May 2016 were approved as a true and correct record.

### UPDATE ON SPORTSABLE

Kerl Haslam, Chief Executive Officer, SportsAble, gave a presentation to Members. The three points covered in the presentation were:

- What SportsAble do.
- The expansion of facilities at Braywick Park.
- The facilities on offer for disabled people in the borough.

Points discussed by Kerl Haslam included:

- SportsAble believe in inclusivity, where abled and disabled people, their friends and family can all take part in a sport.
- SportsAble is a disability sports club.
- Members paid £50 per year.
- SportsAble has introduced many disabled people to sport, changing their lives.
- Kerl Haslam discussed many case studies, these can be seen in the presentation attached.
- SportsAble have highly specialist equipment.

- Any sport can be sourced or specialist equipment can be made to carry out the sport.
- SportsAble would like to have more facilities for their customers.
- SportsAble get no funding, all monies are raised all year round, every year.
- Sports England were approached for some funding but were not very helpful.
- The original application was made in 2014 for three sports halls. That was rejected.
- A second application was prepared recently, this was for two sports halls.
- The facility will be nice, fitting in with the local area and closer to the track.
- The addition of the two sports halls will add another eleven sports, only having a medium size footprint.
- Looking into incorporating other community services such as the Citizens Advice Bureau, a GP practice and a physiotherapist function.
- SportsAble work with youngsters encouraging them to try new sports.

Councillor Werner commended SportsAble, saying that SportsAble were doing a truly amazing job, especially as they were not taking away from other organisations at the park. Councillor Werner also hoped that the club that was bullying members was reported. Kerl Haslam reassured Councillor Werner that SportsAble was a healthy club where bullying was not tolerated and the other club had been reported.

Councillor Werner was interested to know about the membership and the financing at SportsAble. Kerl Haslam informed the Panel that the membership currently stood at 650, social and sports. Many outreach programmes were running as well. The finance was managed like a business and many funding streams were in place.

Councillor Werner asked if the plan could be phased and was advised that it could, building one hall and then the second.

The Chairman asked how many members used the club a any one time and what the most popular sports were. Kerl Haslam informed Members that at a single time, 150 people could use the facilities. The most popular sports included archery, air weapons, shooting, table tennis, swimming, wheelchair basketball and botcha (a specifically designed sport for disabled people).

The Chairman asked if the two new halls would be multifunctional and was advised that one would be a full size basketball court and the other a tennis court and both would be multifunctional.

Councillor McWilliams asked about what dialogue was taking place between SportsAble and the council with regards to the possibilities of the Magnet relocating to Braywick Park. Kerl Haslam explained that there was no competition as SportsAble was offering a unique service and the Magnet relocating would actually compliment SportsAble.

Councillor Samantha Rayner informed the Panel that discussions were taking place.

Kerl Haslam handed out brochures after 40 years of SportsAble.

## UPDATE ON OUR COMMUNITY ENTERPRISE

Michael Beaven, Director, Our Community Enterprise, gave a presentation to the Panel on the Development and Funding Service for RBWM.

The presentation is attached.

Our Community Enterprise had been working with RBWM since 2011. The contract was extended for a further four years in October 2015.

The presentation gives annual breakdowns for funds raised for the benefit of RBWM. Our Community Enterprise supports all areas of the council's work such as Stafferton Way Link

Road, Children's Services Innovation Programme, Fit for Life and the longest reigning monarch celebration. Also supports the community and raised funds for schools, parishes and voluntary groups and charities.

Harjit Hunjan, Community and Business Partnerships Manager, informed the Panel that the Our Community Enterprise contract was reviewed annually and monitored quarterly.

The Chairman asked where we were in the current cycle and were we on track. Michael Beaven advised that we were ahead of target at present. The aim was to raise £6 million between September 2015 and September 2019.

Councillor Samantha Rayner asked if there was anything the council could do to assist. Michael Beaven highlighted that early planning was very important.

**ACTION: Harjit Hunjan to go to directorates and ask what their needs are.**

### UPDATE FROM OUR BRAYWICK NATURE CENTRE PROJECT PARTNER - GROUNDWORK SOUTH

Alistair Will, Education Manager and Jason Mills, Countryside and Community Engagement gave a presentation to Members.

The presentation highlighted the following:

- Kids now spend more time indoors then outdoors compared to before.
- "sitting is the new smoking"
- The borough is part of the solution for Braywick Park in reconnecting children with the natural world.
- To date, the Braywick Nature Centre has had 170 class visits, 258 family events, 152 community group visits, in the past two and half years. This year 5000 children have visited.
- A number of teaching techniques are used, working well with the key stage 1 and 2 science curriculum.
- Host many voluntary days on borough grounds for corporate volunteering.
- A lot of work is being done with children and families, teaching kids to have fun and learn about their natural environment.
- The Groundwork South contract is due to end soon and we are looking to extend.
- Working with Tesco for carrier bag funds, which would be used for signage at the centre.
- Looking to increase volunteering around the borough and encouraging junior ranger volunteering.
- The borough currently has 200 acres of land under conservation.
- The biodiversity is managed in all the land.
- The borough is acquiring new sites and therefore more management would be required.
- The borough is stag beetle capital.
- The pond is used by 2000 children each year for pond dipping. It is only a section of the pond so the rest stays unaffected.

Councillor Shelim asked who owned the Bray Nature Centre. Kevin Mist informed Members that the building was owned by the council and the activities were run by Groundwork South. Braywick Nature Centre is based on 20 Hectares of conservation area.

The Chairman asked about the finances of the nature centre. The SLA in 2012 stated £15,700. This figure would be reduced each year.

ENHANCED GP REFERRALS AND REHABILITATION PROGRAMME AT LEISURE CENTRES

Sarah Hill, Lifestyle coordinator and clinical exercise specialist, gave a presentation (attached) on the new referral scheme.

Councillor McWilliams asked who oversaw the programme and was informed that Kevin Mist and Legacy Leisure monitored the programme. The cardiac rehabilitation was monitored by Wexham Park Hospital. All tutors were qualified.

The SMILE website is [www.smilecharity.co.uk](http://www.smilecharity.co.uk)

INTEGRATED PERFORMANCE MANAGEMENT REPORT Q1

The IPMR was a 'to follow' paper and was only distributed at the meeting, therefore the Chairman asked if there were any specific comments, to send them to him in the next seven days.

Kevin Mist, Head of Communities & Economic Development updated Members on the grounds maintenance contract performance. The scores had improved. These coincided with the new contracts which were won in open tender. There were higher levels of performance with reduced contract fees. The frequency of grass cutting on verges had increased. A new manager had been employed looking after 56 parks and 13 cemeteries. A target of 92% was aimed for in the next three months. All was monitored well and action plans were in place.

Councillor McWilliams asked what was in the improvement plan.

**ACTION: Kevin Mist to send Members the Improvement Plan.**

Councillor Shelim asked who was the contractor emptying the litter bins in Alexander Gardens and was it the same contractor as the Arches in Windsor. Kevin Mist explained that different areas had different vehicles collecting the litter and the frequency would be different for different areas.

Simon Fletcher, Strategic Director of Operations, updated Members on the Library and Museum Income, which had declined since the last quarter. In quarter 1, 72% had been profiled at the beginning of the year. The tracking was slightly behind and better profiling was needed. In quarter 2, 87% had been profiled. Simon Fletcher reassured Members that the projected figure would be met by the end of the year.

WORK PROGRAMME

Shilpa Manek, Clerk, asked Members to contact her if any other items needed to be on the Agenda for future meetings.

DATES OF FUTURE MEETINGS

- Wednesday 19 October 2016, Guildhall, Windsor.
- Tuesday 24 January 2017, Council Chamber, Town Hall, Maidenhead.
- Tuesday 21 March 2017, Council Chamber, Town Hall, Maidenhead.

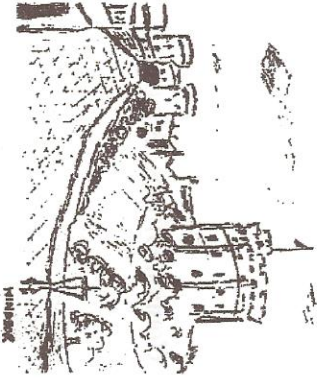
The meeting, which began at 6.45 pm, finished at 9.15 pm

CHAIRMAN.....

DATE.....



Royal Borough of Windsor and Maidenhead



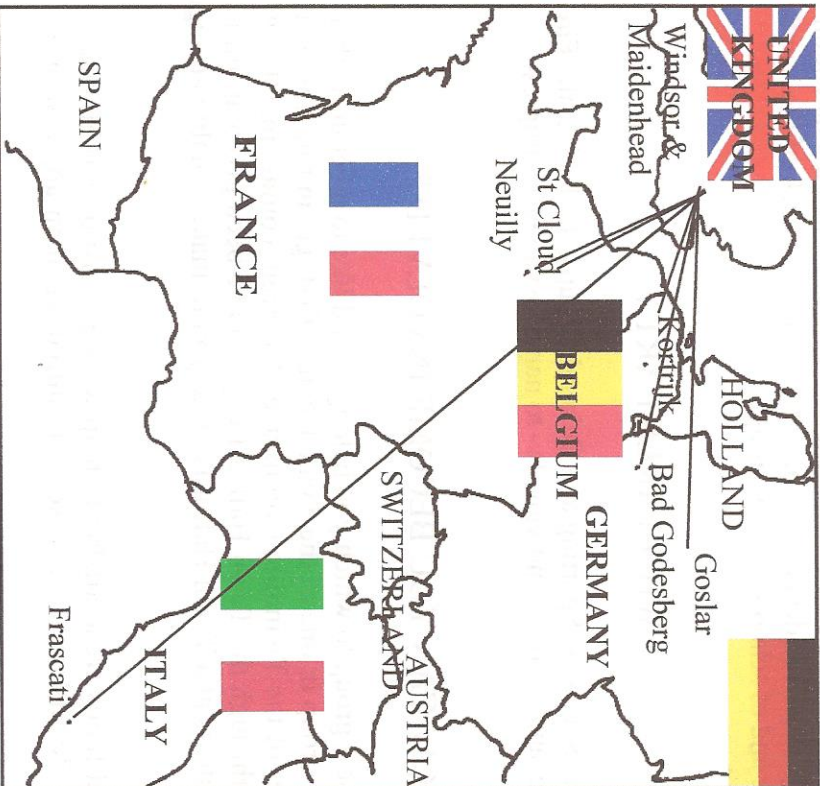
For more information: [www.rbwm.gov.uk/web/twinning.htm](http://www.rbwm.gov.uk/web/twinning.htm)



Royal Borough of Windsor and Maidenhead

Twinning Committee

# TWIN TOWNS IN EUROPE





## WHY TWINNING ?

The aim of Twinning is to promote understanding and friendship between people of different countries, in the cause of peace, through group and individual contacts and visits between the various towns.

## HOW DOES IT WORK ?

There is a Borough Twinning Committee which is the initial means of contact between the towns twinned with the Royal Borough. The President of the Twinning Committee is the current Mayor of the Royal Borough. The Committee consists of four representative members of the Borough Council, two representatives of Parish Councils within the Borough, four residents, and one representative of each of the Youth Service and of schools in the Borough

## WHO TAKES PART ?

Schools, Societies, Sporting and Cultural Groups, the Police, the Fire Brigade, and of course individuals - to name just a few examples!

## HOW CAN YOU BECOME INVOLVED ?

Suppose a group to which you belong would like to meet up with a similar group in one of the Twin Towns - first, get in touch with a member of the Twinning Committee. A current contact may be obtained through the Town Hall. After you have been given an initial link address at a Town Hall it is up to you to make suitable arrangements.

Limited funds are available to help with the cost of certain visits. Budget details will of course be required when an application is made.

## TWINNING NEWS

A quarterly news sheet is produced which gives information about twinning activities, including visits by groups and individuals to our twin towns, and visits from them to the Royal Borough.

Copies are distributed free of charge to groups who take part. They are also available at public places, such as:

Maidenhead Town Hall

Council Offices, Windsor

Libraries

Leisure Centres



## FRASCATI

Year of Twinning: 1972

## ITALY

Like other Twin Towns Frascati lies near its capital. Slightly more elevated than Rome it enjoys fresher air. Its more temperate climate, together with rich soils, have led to Frascati becoming renowned for its wine production.

A settlement is known to have existed as early as 1200 B.C., but it was under the Romans that it developed and prospered. On the outskirts are to be seen a number of post-renaissance villas with superbly laid out gardens. Dominating the centre is the Villa Aldobrandini, from where one has magnificent, unimpeded views to Rome.

Frascati was badly damaged during the war and much had to be rebuilt, but the town is proud of its harmonious mixture of classical and Baroque architecture, on the whole blending well with modern functional buildings.

[www.comune.frascati.rm.it](http://www.comune.frascati.rm.it)

## KORTRIJK

Year of Twinning: 1981

## BELGIUM

Kortrijk ( also known by its French name Courtrai ) is the Town of the Golden Spur', after a battle against the French in 1302. It lies in Flanders, the northern part of Belgium, close to the World War I battlefield of Ypres (Ieper), only six miles from the French frontier, and some fifty miles from Brussels.

The town dates from the 12<sup>th</sup> century and has many historic buildings, including the Town Hall, the Belfry, the Broel Towers, the Church of Our Lady, and the Beguinage.

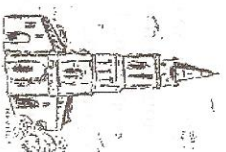
Kortrijk is world famous for its manufacture of linen, now with a stimulating flax museum. The soft water of the river Leie (Lys) was used in the preparation of flax. Other well known industries include jewellery and carpets. Kortrijk also houses a division of the University of Louvain.

Its modern shopping centre is very select, with high class fashion shops and stores mostly lying in a pedestrian area. Every spring there is a big fair extending through the entire town centre.

[www.kortrijk.be](http://www.kortrijk.be)

## OUR TWIN TOWNS

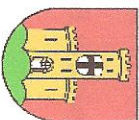
### NEUILLY - SUR - SEINE



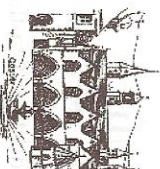
### SAINT CLOUD



### BAD GODESBERG



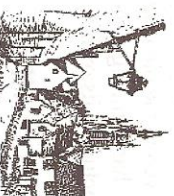
### GOSLAR



### FRASCATI



### KORTRIJK





## NEUILLY - SUR - SEINE

Year of Twinning: 1955

## FRANCE

Neuilly-sur-Seine is situated on the west side of Paris, on the edge of the Bois de Boulogne. From the wide Avenue Charles de Gaulle you can see both the Arc de Triomphe and La Grande Arche of La Defense, the striking modern centre of industry and commerce.

Neuilly is mentioned as existing in the 13<sup>th</sup> century but it is not until the 17<sup>th</sup> century that it began to develop. This was when the first bridge was built by command of King Henry IV, who with his Queen took an unwelcome dip in the Seine when their ferry boat capsized! Louis XV had the wooden bridge replaced by a stone one.

Neuilly is essentially a residential town and a very pleasant one too, though there are important office buildings. Many of the elegant streets are lined with trees. Large houses and apartments are inhabited by wealthy citizens. Numerous modern blocks of flats blend well with the old ones.

In the centre of the town is situated a splendid Town Hall and the church, St. Pierre, the size of a small cathedral.

[www.ville-neuillysurseine.fr](http://www.ville-neuillysurseine.fr)

## 14 SAINT CLOUD

Year of Twinning: 1957

## FRANCE

Saint Cloud is also situated to the west of Paris, on high ground above the Seine overlooking the Bois de Boulogne and the centre of the capital. The view is particularly splendid at night when many buildings are floodlit, with the Eiffel Tower dominating the foreground.

In the 17<sup>th</sup> century "Monsieur", brother of Louis XIV, the Sun King, had a palace built, surrounded by a large park, still enjoyed today. Later, Marie Antoinette owned the palace and took a great interest in the town. Napoleon, too, liked to come to the palace where he held many ceremonies. Unfortunately it was burnt down during battles in the Franco-Prussian war.

Saint Cloud also suffered badly during World War 2, but the main church (1870) and the Town Hall survived in the old centre of the town. It is mainly a high quality residential area, but also has some light industry. Saint Cloud enjoys plenty of cultural and sporting facilities, including its own racecourse. Local trains run frequently to the centre of Paris.

[www.saintcloud.fr/ville](http://www.saintcloud.fr/ville)  
[ww.adei-jumelage.fr](http://ww.adei-jumelage.fr)

## BAD GODESBERG

Year of Twinning: 1960

## GERMANY

Bad Godesberg adjoins Bonn, on the Rhine. It is a former spa town, which accounts for its importance in the 18<sup>th</sup> century. The landmark is the Godesburg, the remnants of a former fortress, dominant on an elevated rock above the town centre. In the post war period Bonn became the capital of West Germany, and Bad Godesberg housed many embassies in prominent buildings near the Rhine.

The Redoute Palace dates from 1792 and is used for state receptions, civic occasions and concerts. Haydn and Beethoven are said to have met there.

The town escaped serious damage during two world wars, prides itself in its greenery, its cultural and technical institutions and easy access to the Siebengebirge - the Seven Hills- on the other side of the Rhine, as well as the legendary gorges of the Rhine and Mosel.

[www.godesberg.de](http://www.godesberg.de)

[www.bonn.de](http://www.bonn.de)

## GOSLAR

Year of Twinning: 1969

## GERMANY

Goslar lies on the northern edge of the beautiful Harz Mountains, and not far from the city of Hanover. Its history is linked with kings and emperors who ruled over the Holy Roman Empire. The Imperial Palace - the Kaiserpfalz—a magnificent old building, lies at one entrance to the walled town. In the late middle ages Goslar became a powerful commercial centre, a founder member of the Hanseatic League. Its prestigious silver mines, only recently closed, now house a fascinating mining museum.

The centre of the town still has a fine collection of medieval timber-framed houses, carefully preserved and protected. The picturesque Town Hall was built in 1450 and takes pride of place in the splendid Market Square. The town being a hospital centre in World War 2 was spared any bombing and remains a great jewel within central Europe. It relies heavily on the tourist industry but also accommodates light industry.

[www.goslar.de](http://www.goslar.de)





### GOSLAR STUDENT EXPERIENCES WORK IN THE ROYAL BOROUGH

Hello, my name is Giuliana and I live in Goslar, one of the two German twin towns of Windsor and Maidenhead. This summer during my school holidays I spent four weeks in the RBWM and did work experience with the Youth & Community Centre.



During my stay I helped the youth workers and had a look at their work. My timetable was variable so that I could go on some trips to London for example to see the musical "Wicked" or to play 'London Monopoly'. The other days I lent a hand with a DJ workshop or with the canoe and kayaking trip to Hurley. Some days I assisted with the summer programme 'Fun in the Sun' where youth workers did some fun activities like soccer and arts and crafts in different parks. Because of this nice timetable and because of

the lovely people around me I could really enjoy working. It was not always easy because of the language and because of kids with special behaviour, but the youth workers explained to me how to deal with those problems and I had great experiences for lifetime. Every day I had something different to do so that I never felt useless, which made me happy and my work experience a success.

This could not have happened without the great help I had. Thank you to the RBWM for all the organisation and help with finding the right place for my work experience and thank you to the Twinning Committee for their support. Thank you to Pam Tyrrell who hosted me for a week. But my very special thank you to Vivien Williams and her husband Robin for all their help and organisation, without them I would not have had the chance to do this work experience and thank you for hosting me in your lovely house.

*We keep moving forward, opening new doors, and doing new things, because we're curious and curiosity keeps leading us down new paths.*  
(Walt Disney)

**Giuliana Marx**



Neuilly-sur-Seine  
France  
1955



St. Cloud  
France  
1957



Bad Godesberg  
Germany  
1960



Goslar  
Germany  
1969



Frascati  
Italy  
1972



Kortrijk  
Belgium  
1981



## COX GREEN JAZZ ORCHESTRA & CONCERT BAND'S 20TH VISIT TO GOSLAR

As a member of Cox Green's Jazz Orchestra and Concert Band, I had a very special time visiting Goslar this year. For the first time, our Chamber Choir performed alongside the bands at various venues in Goslar, and this trip marked the twentieth year our school has visited Goslar on musical tours. On a personal note, this trip marked my last visit with the bands, as I am leaving the school to go to university. Our trips to Goslar have been a highlight of my school career, and I am so glad that I have visited the lovely town on four separate occasions.

Our week started by going into Goslar town, and having a reception with Mayor Renate Lucksch. We met in a lovely setting, and our Chamber Choir arranged for an impromptu song. In the afternoon we visited the Aquatic Pool, where the Jazz Orchestra played, and then we swam in their pool, making full use of the jumping board.

Tuesday saw us performing twice; firstly at a primary school, in which we played a smaller collection of our pieces, and a rendition of 'Old MacDonald' was sung. Our second performance was with the Concert Band, where we played at Kurhaus Braunlage – a beautiful setting. In the evening we visited a local Youth Centre; it was a lovely space, and we were able to try line-dancing, play board-games, create mini sculptures and play table football.

On day three we visited Heidepark, which was, as always, a brilliant day. In the evening, we had a relaxing outdoor concert at the Youth Hostel, in which our Jazz Orchestra played. It was a great space to improvise.

There was a large audience and, thankfully, it did not rain on us.

Thursday saw a Concert Band performance at Hahnenklee, which is a lovely space, and after the concert we had lunch in the grounds. In the afternoon we went to St. Andreasberg-Superrutchbahn, where we went tobogganing down a large hill. It was great fun. We returned to the Youth Hostel for dinner, but quickly went out again in order to go bowling. It was a tiring, but very rewarding day.

For our final day, we had a fantastic morning playing a joint concert at a local secondary school, called Aldolf-Grimme Gesamtschule. The students at the school were very welcoming, and their school's band played alongside our Jazz Orchestra. I had a great time playing with their band, as well as singing along with the familiar songs they in turn, sang and performed. Our final performance in Goslar was opposite the Glockenspiel in the town centre. The performance was rather bittersweet for me, knowing that it was the last time I would be visiting Goslar as a member of Cox Green's music department. It was a brilliant performance nonetheless, and it was very special to play our version of the town's familiar Glockenspiel tune.

My time in Goslar has always been special, ever since my first visit in 2011. We do so much in one week, and it is always over so soon. I cannot thank enough the wonderful people who organise our Goslar trips, and I have so many beautiful memories of my visits

**Elizabeth Holder**





## YOUTH TWINNING DEVELOPING SPORTS EXCHANGE TO GOSLAR

Ten young people from The Royal Borough of Windsor & Maidenhead were selected by RBWM Youth Service to experience a developing sports trip hosted by the Youth Service in Goslar.

The young people aged 14-16 stayed in Goslar Youth Hostel with the participants from Arcashon, France.

Upon their arrival they were greeted and welcomed by the mayor of Goslar, Dr Oliver Junk, who holds the trip in high regard. The young people were then invited to mark the occasion by signing the historical Goslar records book.

The sports programme was extensive and well organised; it included ice breaking games and 'breaking down the language barrier' sessions where the young people were able to interact and make friends across the twinned town network.

The sports sessions were varied and included hockey, football, basketball, dance, Jiu jitsu, gymnastics, geocaching, circuit training, and a new sport named 'space ball' of which one young person said, "This was fast paced, high energy and involved a great deal of teamwork."

The event was even covered by Goslar local press and one young person was interviewed for a German television news programme.

All of the young people had an amazing experience which they said was "incredibly fun, active and interesting". The young people were treated to a farewell disco on the last night and have stayed in touch hoping to meet again sometime in the future cementing the friendship across the twinned towns at teenager level.

When looking back on the trip the young people said, "Not only was I able to experience brand new sports, I also met some amazing people from the UK, Germany and France, who I will always remember" and that they "would just like to thank everyone that made the trip possible and made it an amazing experience!"

The RBWM Youth service staff who ran the trip would like to extend a huge thank you to the RBWM Twinning committee, The Goslar Youth Services and all those who supported the event but most importantly the young people who made up the Goslar 2015 Twinning team.

**Felicity Screen  
Youth Support Service RBWM**

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## APPENDIX 1

# ROYAL BOROUGH OF WINDSOR & MAIDENHEAD INDOOR SPORT AND LEISURE FACILITY STRATEGY 2016 – 2021

**MARCH 2016**

Integrity, Innovation, Inspiration







# ROYAL BOROUGH OF WINDSOR & MAIDENHEAD INDOOR SPORT AND LEISURE FACILITY STRATEGY 2016 - 2021

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## Glossary of terms

ANOG	Assessing Needs and Opportunities Guide for Indoor and Outdoor Sports Facilities (Sport England 2014)
APS	Active People Survey
BME	Black and minority ethnic (community)
CIL	Community Infrastructure Levy
del	Datchet and Eton Leisure
FPM	Facilities Planning Model
KKP	Knight, Kavanagh & Page
LSOA	Lower super output areas
MAC	Maidenhead Athletic Club
MYE	Mid-year estimates
NGB	National governing body (of sport)
NHS	National Health Service
NSC	National Sports Centre
ONS	Office of National Statistics
RBWM	Royal Borough of Windsor & Maidenhead
SE	Sport England
TVAC	Thames Valley Athletics Centre

### EXECUTIVE SUMMARY

This is the Indoor Sport and Leisure Facility Strategy for the Royal Borough of Windsor and Maidenhead (RBWM) for the five year period 2015 – 2020. The assessment of provision and strategy recommendations were prepared in accordance with Sport England Assessing Needs and Opportunities (ANOG) Guide for Indoor and Outdoor Sports Facilities 2014.

They are also in line with Sport England’s key facility planning drivers of ‘Protect’, ‘Enhance’ and ‘Provide’ and, thus, provide a focus for the Borough to work with key stakeholders to provide facilities that meet the sport and physical activity needs of its current and future resident population.

#### ***Recommendation No.1 – general leisure stock***

The following leisure stock should be kept, maintained and where budgets permit enhanced as multi-use indoor sports centres:

- ◀ Windsor Leisure Centre (1a)
- ◀ Charters Leisure Centre (1b)
- ◀ Cox Green School and
- ◀ Furze Platt School (1c)
- ◀ Other dual use provision (1d)

These facilities are presently fit for purpose and appropriately located to meet the long term sport and recreation needs of RBWM residents in the communities of Maidenhead, Windsor and Ascot. They need continuous investment to ensure that they remain fit for purpose, keep up with current fitness industry trends and are commercially viable. The feasibility of any proposals will need to be fully examined.

#### ***Recommendation No.1a – Windsor Leisure Centre***

At Windsor Leisure Centre, to stay ahead of and/or keep pace with local competition and having, via a feasibility study, tested the commercial viability, invest in:

- ◀ Increasing the scale of health and fitness providing more stations and additional/larger studio spaces.
- ◀ Replacing the flumes with an equivalent family orientated centre of water entertainment
- ◀ Replacing the existing spa with modern new facilities – sauna, steam room, hydrotherapy pool, treatment rooms and relaxation area.
- ◀ Expanding the relaxation/refreshment area and add free access public wi-fi.

#### ***Recommendation No.1b – Charters Leisure Centre***

Because Charters Leisure Centre is the only facility serving the south of the borough, and to meet education and community needs, assess the feasibility of and, if feasible and appropriate, support the proposed on site development of a: 6 court sports hall, a swimming pool and ancillary changing accommodation.

#### ***Recommendation No.1c – Cox Green and Furze Platt leisure centres***

Upgrade or provide new sports hall accommodation to provide four court halls with associated office and management facilities to accommodate and enable facilitate well managed community use. If feasible develop these to meet the new Sport England specification to better suits the playing needs of netball, volleyball and handball.

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## INDOOR SPORT AND LEISURE FACILITY STRATEGY 2016 - 2021

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### **Recommendation No.1d**

- (i) On a settlement (i.e., Datchet, central Maidenhead and Windsor areas) and site by site basis (linked to school commitments to offer full community use programming) investigate the feasibility of upgrading existing joint use facilities or providing new sports hall accommodation with associated office and changing accommodation to facilitate well managed community use at the following:
- ◀ Altwood Church of England School
  - ◀ Churchmead Church of England School
  - ◀ Desborough School
  - ◀ Newlands School
  - ◀ Trevelyan Middle School
  - ◀ Windsor Boys School
  - ◀ Dedworth Middle school
- (ii) Where any new state schools are built ensure that site master-planning and sports provision location and design is orientated to accommodate community use and secured via an appropriate and binding community use agreement.
- (iii) Work with private/public schools, higher and further education colleges, across the Borough, to facilitate community / voluntary club access to school sport facilities via formal access agreements. To support this, set up an officer working group to investigate and pursue the potential to create (and maintain) closer links with and further the community use of, school sports facilities.

### **Recommendation No 2 – Magnet Leisure Centre**

Replace the Magnet Leisure Centre with a 'right sized' facility which, at minimum, replaces the existing provision. This should:

- ◀ Be strategically located so as to optimise accessibility and enable access both on foot and via all forms of available personal and public transport.
- ◀ Be a large, central venue/spectator orientated indoor venue for indoor sports, such as netball and basketball (wheelchair/able bodied) plus cultural events/activities.
- ◀ Provide a larger water area to meet unmet existing demand as evidenced by strategy consultation and future demand from the Borough's growing population
- ◀ Provide extensive fitness and studio provision
- ◀ Provide relevant social, catering and ancillary facilities and adequate car parking, bicycle and pram/buggy storage

#### Suggested core provision

- ◀ 10 court sports hall
- ◀ 4 court event hall
- ◀ 10 lane x 25m pool
- ◀ 13m x 20m learner pool
- ◀ Splash pool
- ◀ Minimum 150 station fitness suite
- ◀ Spin studio
- ◀ Four dance/multi-purpose studios.
- ◀ Martial arts dojo
- ◀ 4 squash courts
- ◀ Meeting rooms
- ◀ Soft play
- ◀ Café
- ◀ High quality wet/dry changing facilities

Consider whether, as part of this process, there may be an opportunity to accommodate the facility aspirations of partners/agencies such as SportsAble, the Windsor Club and the Phoenix Gymnastics Club via some form of joint provision or partnership based development.

### ***Recommendation No.3 – specialist sports provision***

RBWM will work closely with key local clubs to develop/improve specialist sports facilities to meet local need. Specifically, these include:

- ◀ Phoenix Gymnastics Club (3a)
- ◀ The Windsor Club (3b)
- ◀ SportsAble (3c)
- ◀ Thames Valley Athletic Club (e)

#### ***3a Gymnastics***

Work with Phoenix Gymnastics Club to find an affordable venue of appropriate quality at which it can effectively accommodate permanent fixed equipment and associated club facilities. Development of a dedicated facility will be strategically backed and possibly financially supported by British Gymnastics.

#### ***3b: The Windsor Club***

Work with the Windsor Club to find an affordable site at which it can effectively develop health and fitness facilities, squash courts and ancillary social provision to enable it to develop and function as a successful club.

#### ***3c: SportsAble***

Work in partnership with SportsAble to assess the feasibility of and, as applicable, facilitate development of additional sports facilities for disabled athletes and create a successful business model.

Concurrently (in tandem with Recommendation No 2) consider whether and how a replacement facility for the Magnet Leisure Centre might be able to integrate with and/or affordably service some of the Club's facility needs.

#### ***3d Thames Valley Athletic Club***

Continue to support the Trust operating the TVAC to maintain and improve it as a centre for indoor and outdoor athletics plus squash. In so doing, work with its management team to identify new facilities that would help enhance its vibrancy and sustainability as a multi-functional sports club.

### ***Recommendation No.4 – new housing provision and other built development***

Alongside planning applications for new housing and other built development investigate opportunities for new and improved sports provision (indoor and outdoor) to be funded through the Community Infrastructure Levy (CIL) or specific planning agreements.

### INTRODUCTION

This is the Indoor Sport and Leisure Facility Strategy for the Royal Borough of Windsor and Maidenhead for the five year period 2015 – 2020. The strategy recommendations are drawn from the accompanying Assessment Report, researched and prepared between July – November 2015 by Knight Kavanagh and Page Limited (KKP). Both the Assessment Report and Strategy were prepared in accordance with the guidance from Sport England contained in the document ‘Assessing Needs and Opportunities Guide for Indoor and Outdoor Sports Facilities, Sport England, December 2014.

The consultant team is most grateful to the lead and contributing officers from RBWM, Sport England, Get Berkshire Active, national governing bodies of sport (NGBs) and other organisations for the time and ideas they have contributed to the assessment and strategy formulation. All agencies will need to continue to work together to deliver this strategy.

### Strategic context

Engaging residents to take up and retain a level of physically literacy and activity is a high priority for national government. For many residents sport and recreational activities have a key role to play in facilitating physical activity. Ensuring an adequate supply of suitable facilities to meet local need is a requirement of the planning system. In line with national policy recommendations ensuring the health and well-being of communities, and the delivery of modern, ‘fit for purpose’ community sports facilities is a key priority for RBWM.

Like many other strategic bodies it is keen to ensure that the borough population takes regular exercise and has a nutritious and well balance diet to maintain health and well-being. The key message from strategic bodies is for residents to ‘get active’.

RBWM must increasingly manage on less funding from Central Government and lower revenues from Council taxes. This together with changes to welfare benefits, greater demand for social and elderly care and a new duty to improve the public’s health is creating, and will continue to exert, pressure on already reduced budgets.

Facilities in which to take part in sport and other forms of physical activity will be increasingly significant in helping deliver the ‘get active’ message and the opportunity to engage and ‘be active’. According to Sport England most recent published Active People Survey (APS 8) an estimated 42.3% of adults in RBWM participate in at least 30 minutes moderate intensity sporting activity per week (national average: 35.8%). The most popular activities are working out in a health and fitness gym, taking a fitness class, swimming, running and cycling.

Borough indoor and built provision is provided and managed by several organisations, including Parkwood (Legacyleisure), SERCO, Datchet and Eton Leisure (del), schools and private companies.

There is a good network of voluntary sports clubs catering for indoor sports activities. The borough also contains exceptional specialist sports facilities, notably at Bisham Abbey National Sports Centre (NSC), Thames Valley Athletics Centre (TVAC) and Eton College. Club and individual users of Bisham Abbey must be prepared to work around, and with NGBs (including England Hockey and the Rugby Football Union) which use it for national squad and elite performance training;

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Sports halls are, in general, meeting current peak time demand although some voluntary sports clubs report facilities to be unavailable, unaffordable or both. A proportion of the school indoor sports hall facility stock is of poor quality, reflecting its age and the limited funds available to enhance or replace provision.

Swimming provision is good, although the Magnet Leisure Centre is now past its best and need to be replaced. Market segmentation analysis suggests that there is further potential demand for swimming both within the existing population and as a consequence of population growth. School pools offer additional water space to help cater for the training needs of the Borough's two main swimming clubs (Maidenhead and Windsor).

Health and fitness is very popular and market segmentation analysis confirms that the potential market for this is not yet satiated. Borough facilities are under pressure and peak time demand cannot be met at either the Magnet or Windsor leisure centres. Throughout the borough fitness is highly segmented and several commercial health and fitness operators and voluntary/social enterprise club facilities are helping to meet current demand.

### Policy objectives

Account has been taken of national, regional and local policy recommendations from:

- ◀ Government Strategy for Sport 2015
- ◀ Sport England: A Sporting Habit for Life (2012 – 2017)
- ◀ Strategic Planning: Effective Co-operation for Planning Across Boundaries 2015
- ◀ National Planning Policy Framework 2012
- ◀ Public Health England: Everybody Active Every Day, October 2014
- ◀ RBWM Corporate Plan
- ◀ Joint Health and Well Being Strategy 2016
- ◀ Sustainable Community Partnerships Strategy and
- ◀ Get Berkshire Active

In general terms, these identify a broad set of aims and objectives to encourage:

- ◀ Healthy lifestyles for individuals.
- ◀ Healthier communities.
- ◀ Residents to be physically active through any means not just playing sport.
- ◀ Increasing activity amongst all groups, including the very young and the elderly.
- ◀ Residents to be aware and understand the threat that a poor diet and lack of exercise can pose to physical and mental health and the well-being of individuals.
- ◀ Physical activity and sport to become a habit that is maintained throughout life.

The core message running through local strategic documentation is the requirement to ensure adequate, affordable opportunity for residents to take part in physical activity thus increasing participation levels. Provision of facilities and programmes to help facilitate physical activity needs, where appropriate, to be targeted to meet the needs of identified groups in specific areas. It is, thus, essential that sports facilities of are available to the community and that the 'offer' is developed based on local community need.

### Geography, demography and housing growth

The RBWM comprises four key towns Windsor, Maidenhead, Ascot and Eton and a number of smaller villages. Regeneration of Maidenhead is a key corporate priority and, in addition

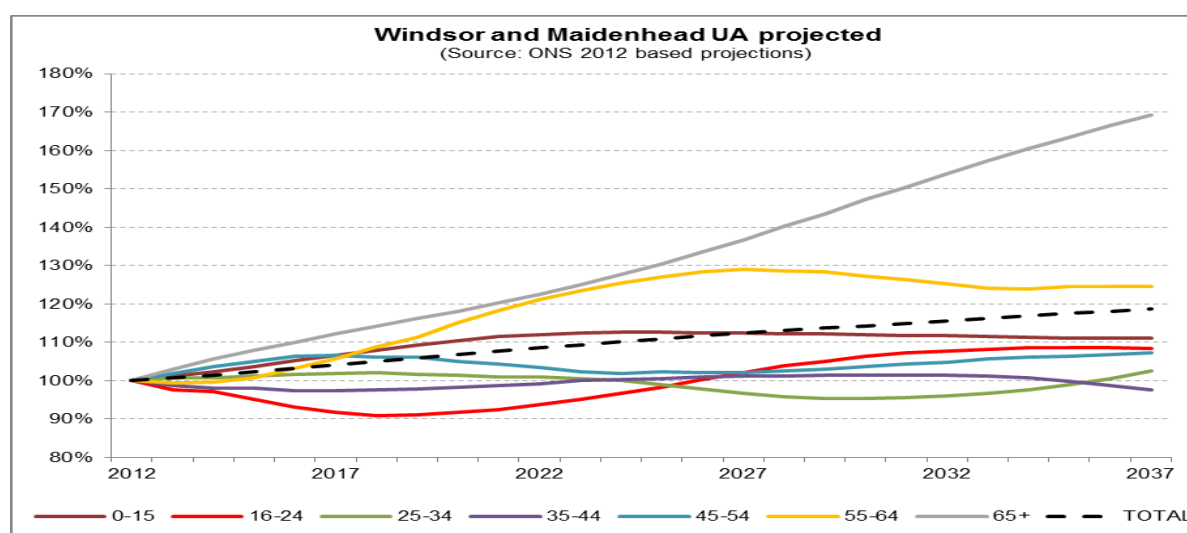
## ROYAL BOROUGH OF WINDSOR & MAIDENHEAD INDOOR SPORT AND LEISURE FACILITY STRATEGY 2016 - 2021

to the Crossrail link, this will bring a new town centre waterway, retail, office, leisure and cultural facilities, public realm and residential development. Housing development will also take place in Windsor and Ascot. Areas around the Royal Borough's main towns are open and rural in character and there are many parks, open spaces and woodland areas. The River Thames is a major feature flowing through the Borough, from Bisham, in the north through, Maidenhead, Windsor and on, via Surrey, to London.

As of 2013, the Borough population was 146,335. Recent projections indicate a rise of 18.8% (+27,346) from 2012 to 2037. Key changes between now and 2024 will include:

- ◆ A sharp rise in the number of 0-15 year olds; by +3,666 (+12.6%).
- ◆ A fall of -442 (-3.3%) in the number of 16-24 year olds.
- ◆ A projected continuous increase in proportion of people aged 65+ (from 17.3% of the population in 2012 to 24.6% by 2037 (one in four of the population)).

Figure 2: Projected population change (2012 – 2037)



Source: PHE RBWM Health Profile August 2014

Circa 10% of RBWM population belong to BME groups. Planning for sport and leisure should take account of the potentially different cultural needs of these groups.

### Deprivation and health

Relative to other parts of the country Windsor & Maidenhead has low levels of deprivation; one in 100 residents lives in areas covered by the country's three most deprived cohorts compared to a national average of c.30%. Conversely, 70.6% live in the three least deprived groupings in the country, this compares to a 'norm' of c.30%. The health of the Borough's children and young people is better than the England average for all indicators. However, more than 2,800 live in poverty and c. 900 are eligible for free school meals. Priorities for action in the Local Area Agreement include tackling drug and alcohol misuse, emergency admissions for alcohol related harm, healthy life expectancy at age 65, and children and young people's mental health and well-being.

The annual cost to the National Health Service (NHS) of physical inactivity in RBWM is estimated at £1,775,960. (Department of Health Be Active, Be Healthy reworked by Sport England).



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### Sport and physical activity in RBWM

According to Sport England's Active People Survey (8), 42.3% of adults in RBWM participate in at least 1 x 30 minutes moderate intensity sport/physical activity per week. This is above national (35.8%) and regional (37.7%) averages. The most popular sports/activities in RBWM are shown below.

Table 1: Most popular sports in RBWM

Sport	Windsor and Maidenhead		South East		England	
	No. (000s)	Rate	No. (000s)	Rate	No. (000s)	Rate
Gym	18.2	15.4%	752.6	10.9%	4,622.7	10.9%
Cycling	13.2	11.2%	657.6	9.5%	3,458.9	8.1%
Swimming	11.7	10.0%	843.8	12.2%	4,896.9	11.5%
Fitness & Conditioning	10.8	9.1%	458.0	6.6%	2,854.7	6.7%
Athletics	10.1	8.5%	465.9	6.7%	2,778.8	6.5%

(Source: SE Area Profiles)

Sport England's market segmentation profile for Windsor and Maidenhead indicates that 'Settling Down Males' is the largest segment of the adult population at 14.4% (15,635) compared to a national average of 8.8%. Fitness Class Friends (Chloe) and Comfortable Retired Couples (Ralph & Phyllis) are the next two dominant groups, representing 19.8% (20,659) of the adult population, compared to 8.93% nationally. These and the next three best represented segments have relatively high rates of participation and in broad terms, their presence would indicate high existing and growing demand in particular for health and fitness, swimming and cycling provision.

### Implications for RBWM

The next five years will see significant growth in Maidenhead both in population and housing as Crossrail is developed and implementation of plans for the regeneration of its town centre continue. New house building will also continue. Population growth will increase demand for sport and recreation facilities.

Over the Strategy period (2015-2020) the socio-economic profile of the Authority will remain broadly the same meaning that the existing high residual demand for (good quality) sport and recreation facilities will grow. Of particular note is the increase in the number of people aged 65+ and, again based upon the Borough's demography, a substantial proportion of these will wish to remain active.

Sports and activities which are popular now in RBWM, going to the gym, exercise classes, cycling, swimming and running will continue to be the most popular.

Parkwood will be into the second year of the management contract. Improvements to sites currently being implemented can be expected to have an impact on participation rates and user numbers and there may be potential for further investment in key sites.



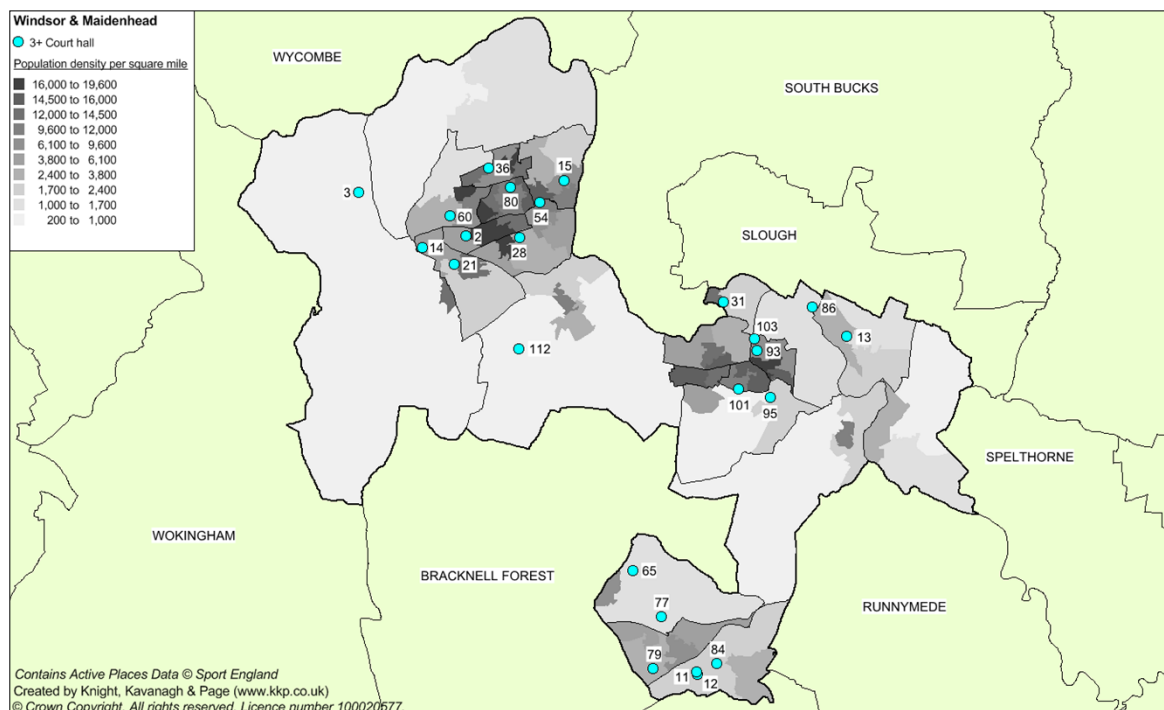
# ROYAL BOROUGH OF WINDSOR & MAIDENHEAD INDOOR SPORT AND LEISURE FACILITY STRATEGY 2016 - 2021

## CORE PROVISION

### Sports halls

There are 22 sports halls of variable size and quality in the borough.

#### 3+ court sports hall provision in RBWM



Ref	Site	No. badminton courts	Condition
2	Altwood Church of England School	4	Above average
3	Berkshire College of Agriculture	4	Good
11	Charters Leisure Centre	4	Above Average
12	Charters Schools	6	Good
13	Churchmead Church of England School	3	Above average
14	Claire's Court Junior Boys	3	Not assessed
15	Claire's Court Senior Boys	3	Not assessed
21	Cox Green Leisure Centre	4	Poor
28	Desborough College	4	Above average
31	Eton Wick Rec. Ground/Youth Centre	3	Not assessed
36	Furze Platt Senior School	4	Below average
54	Magnet Leisure Centre	8	Below average
60	Newlands Girls' School	4	Above average
65	Papplewick School	4	Not assessed
77	St Georges School	4	Not assessed
79	St Marys School Ascot	4	Not assessed
80	St Piran's School	4	Not assessed
84	Sunningdale School	4	Not assessed

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Ref	Site	No. badminton courts	Condition
86	Thames Valley Athletics Centre	4	Above average
93	The Windsor Boys School	4	Below average
93	The Windsor Boys School	4	Below average
95	Trevelyan Middle School	4	Below average
101	Windsor Girls School	4	Good
103	Windsor Leisure Centre	8	Good
112	Holyport College	3	Good

*(Not accessed – visits to private school provision was very restricted)*

The FPM suggests that RBWM has a slight provision surplus; KKP research supports this; existing supply does have capacity to meet current demand. The highest quality sports hall, with public access, is located at Charters School. A significant number of private schools with good sports hall do not allow community access. Despite this, residents in Ascot, Eton, Maidenhead and Windsor all have access to a publicly accessible sports hall within one mile of where they live. Population growth, circa 1,000 per annum is not likely to significantly affect demand over the lifetime of the strategy (2016 – 2021).

Despite the fact that some sports halls at several state schools are in poor condition, many are still popular and well used community venues. Improving quality would retain existing and attract new users helping to raise overall participation levels. Several NGBs are interested in supporting the local development of activity in the Borough.

At peak-times most publicly accessible sports halls are at capacity and there is evidence to suggest that certain clubs/sports cannot either book facilities at suitable times or afford present hire charges. Overall, however, there is no evidence of unmet demand for sports hall space in RBWM. There is however spare off peak and weekend capacity.

### Swimming pools

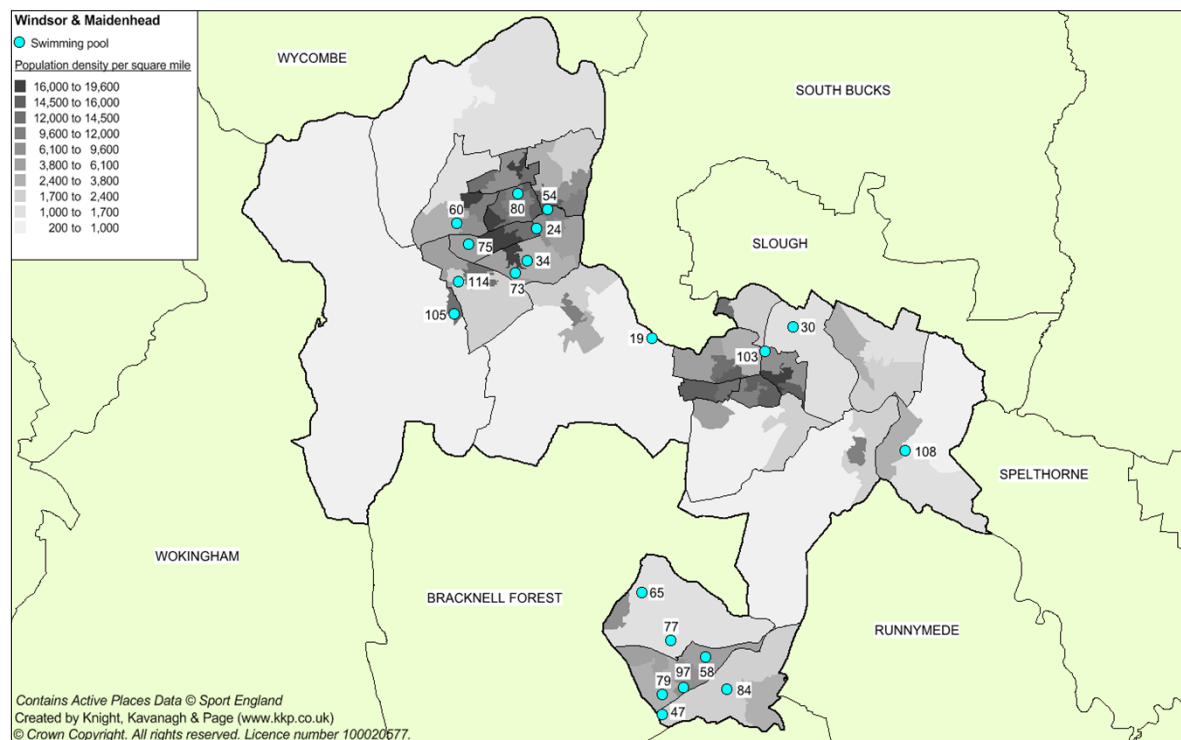
There are 20 swimming pools at 17 locations in the borough. Two (Windsor and Magnet leisure centres) are Council owned (both with teaching provision), ten locations are school site based, four with club only access and one with club and community access and five private health clubs have pools of varying sizes. With the exception of the Magnet Leisure Centre which is below average, the quality of the pool venues is good.

In simple supply terms, the overall picture for swimming pool provision in RBWM is good with two key public swimming facilities in Maidenhead and Windsor towns and several school pools, both state and private schools helping to meet demand from clubs and the learn to swim market. School facilities meet much of the local swimming club demand. Whilst the FPM suggests a slight under provision of water space research and consultation evidence, particularly from swimming clubs and other potential users, suggests that demand outweighs supply. This is likely to intensify as the population increases and actual/ potential demand from residents increases.

Swimming is popular (recreationally and in clubs). APS 8 suggests that the Borough has more than 11,700 active swimmers. Demand for swimming lessons is high. The Borough's swimming clubs all indicate a need for more water time to enable them to run more and larger squads and grow. Club growth *per se* is reportedly constrained by the shortfall in pool lane space. In addition to 'mainstream' demand, the three disability sports clubs (SportsAble, the Electric Eels and Starfish) also use pool facilities. There is a hydrotherapy pool at Manor Green Special School (adjoins Cox Green Leisure Centre).

# ROYAL BOROUGH OF WINDSOR & MAIDENHEAD INDOOR SPORT AND LEISURE FACILITY STRATEGY 2016 - 2021

## Swimming pool provision in RBWM



ID	Site	Quality	Lanes	Type
30	Eton College	N/a	6	Main/General
34	Fredricks Hotel Restaurant Spa	N/a	0	Learner/Teaching/Training
34	Fredricks Hotel Restaurant Spa	N/a	0	Lido
47	Hurst Lodge School	N/a	5	Lido
54	Magnet Leisure Centre	Below average	8	Main/General
54	Magnet Leisure Centre	Below average	0	Learner/Teaching/Training
58	Marist Senior School	N/a	4	Main/General
60	Newlands Girls' School	Good	4	Main/General
65	Papplewick School	N/a	4	Main/General
73	Spirit Health Club (Maidenhead)	Good	0	Main/General
75	St Edmund Campion CPS	N/a	0	Lido
77	St Georges School	N/a	4	Lido
79	St Marys School Ascot	N/a	5	Main/General
80	St Pirans School	N/a	4	Main/General
84	Sunningdale School	N/a	0	Main/General
97	Berystede Hotel and Spa	N/a	2	Main/General
97	Berystede Hotel and Spa)	N/a	0	Lido
103	Windsor Leisure Centre	Good	6	Main/General
24	David Lloyd Leisure	Good	4	Main/ General
19	Oakley Court Hotel	Good	0	Teaching
114	Manor Green Special School	Good	N/a	Hydro Therapy

Source: Active Power Places (N/a – not assessed)

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Windsor Leisure Centre is a relatively new pool complex and is well placed to offer a good quality swimming experience. It also houses a leisure pool providing a combination of water cannons, spray features, slides, drench buckets, a water diving bell and bubble tub; this attracts visitors from across the South East region.

The size, age and condition of the Magnet Centre is making it increasingly challenging to provide a high quality swimming offer. Without significant investment and/or new provision the quality of the user experience, which is already declining, will reduce further. As a venue, it will also get progressively more expensive to operate.

The pools at Magnet and Windsor leisure centres are fully programmed and both are at capacity during peak times. Schools pools open to the community, Newstead Girls and St John Beaumont (in Runnymede) help to accommodate swimming club training.

Currently there are substantial areas of RBWM where residents are unable to access a public swimming pool within one mile of where they live, although some are serviced by pools located in neighbouring local authorities. Population growth is not likely to significantly affect demand over the lifetime of this strategy (2015 – 2020).

The replacement 8 lane x 50m pool at Handy Cross will add to provision catering for this part of Berkshire. It will not, however, address overcrowding in RBWM facilities at peak times, the limited space for club swimming or access issues for residents in areas without a nearby pool. Development of a pool in Ascot/Sunningdale would meet local demand from residents who must otherwise travel to Bracknell Forest, Runnymede or Windsor.

### **Health & fitness**

RBWM contains a wide range of providers of health and fitness facilities. The quality of public sector provision is good and in many instances, despite limitations to gym sizes and studio capacity, it competes on an equal footing with its commercial rivals.

Within RBWM the market is keen and competitive. Demand for fitness suites in which to 'work out' seems set to continue to rise with many users young and old preferring the instant access and flexibility that gyms afford to more traditional teams sports and games. Market segmentation analysis confirms the potential to further grow participation in this activity in the borough. Aspirations to increase the activity levels of the population will further add to demand for health and fitness provision. All operators thus need to keep pace with trends and market developments to maintain and grow their membership base.

Budget market entrants, such as Pure Gym are a possible threat to RBWM's leisure centre operators' business models and there is potential for this to occur in Maidenhead as it grows. To maintain an attractive fitness proposition RBWM must address the following:

- ◀ Peak-time crowding and lack of peak time capacity at the Magnet and Windsor
- ◀ Limited studio space
- ◀ Shortage of parking facilities at Windsor Leisure Centre
- ◀ Poor quality spa at Windsor Leisure Centre
- ◀ Crowded coffee shop at Windsor Leisure Centre

### **Specialist sports provision**

The strategy considers provision for:

- ◀ Disability sports provision
- ◀ Combat sports
- ◀ Cycling
- ◀ Indoor bowls
- ◀ Indoor tennis
- ◀ Squash
- ◀ Gymnastics and trampolining.
- ◀ Other specialist provision

### ***Disability sports provision***

SportsAble, provides opportunity for c. 450 members to take part in sport and physical activity in a range of sports. They also get the chance to enjoy the benefits of attending a club with like-minded people, many with a disability. For 46 athletes it has been a catalyst for them becoming an Olympian. There is evidence to support provision of indoor sports facilities to meet the demand from SportsAble and other disability organisations in RBWM at Braywick Park. Sport England research demonstrates demand from the disabled community for more opportunities to participate at recreational and performance levels.

SportsAble has a track record of facilitating all levels of performance with limited resources but it reported requiring dedicated facilities to meet members' needs at an affordable level while maintaining its voluntary club ethos and atmosphere. While consideration has been given to whether and how it might gain from development of a replacement for the Magnet Leisure Centre (and for pool based activity this will almost certainly be the case), there is concern that some of the Club's key characteristics and requirements could not be catered for via simply acquiring programme time in a new public sports facility; in addition, such provision does not lend itself to the allocation of the time needed to support talented and potentially elite disabled athletes.

MAC and England Athletics support this partnership and the plans to improve the track for community, MAC and SportsAble use. New dedicated sports provision at SportsAble would meet a number of national participation objectives and provide further opportunity for disabled people to be physically active and involved with sport. This said, any indoor provision at Braywick Park, needs to be configured to avoid the loss of any grass pitches or playing areas.

### ***Combat sports***

A purpose built facility for combat sports would help to meet their specialist needs in the borough

### ***Cycling***

Several cycle clubs operate in the borough plus social groups which meet and organise their own rides on both a regular and an ad hoc basis. Locally, numerous cycle routes avoid major roads and make the most of the countryside. A significant section of the national cycle network (Sustrans) passes through RBWM and the 'Round Berkshire Cycle Route' takes in several local areas. The rowing lake access path at Dorney (constructed for the 2012 London Olympics) is safe and has a good surface for recreational cycling.

## **ROYAL BOROUGH OF WINDSOR & MAIDENHEAD INDOOR SPORT AND LEISURE FACILITY STRATEGY 2016 - 2021**

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Neighbouring Bracknell Forest has 24.2km of inter connected off road routes at the Lookout Centre on the Crown Estate and RBWM has an aspiration to create a cycle route to link Maidenhead to Windsor Great Park. Discussion with the Crown Estate is ongoing.

Investment in making roads safer and providing off road cycling routes would reportedly be welcomed by local residents, and the borough's commuters. Market segmentation analysis also points to the importance of provision for this sport in the borough. The cycling community is in dialogue with RBWM about plans to make the roads safer and add to the number of traffic free routes throughout the borough.

### ***Indoor bowls (flat green) provision***

Desborough Bowls Club is currently located in York Road in the centre of Maidenhead on a site which now has planning consent for residential development. As part of the planning negotiations it will relocate to a like-for-like turnkey facility at Green Lane. Indoor bowling club facilities in RBWM have spare capacity to accommodate new users.

### ***Indoor tennis***

Pay and play access to facilities for indoor tennis is available at Bisham Abbey NSC (in the north of the borough) and club members' have access to three indoor courts at Windsor Lawn Tennis Club. Both venues also offer outdoor floodlit facilities. At Cox Green Leisure Centre, an air hall has been erected over three hard tennis courts. The demography of RBWM would suggest relatively high demand for the sport and this is, to a degree, confirmed by Sport England market segmentation analysis.

### ***Squash***

Although not apparent in APS 8, preliminary publication of some headline APS 9 figures would suggest that the steady long term decline in the number of people playing squash has been arrested. This said, many the courts that existed in the 1970/80's have been lost or converted for other uses, notably dance studios and health and fitness gyms.

Re-development of squash court facilities provided by the Windsor Club would maintain court supply across RBWM and provide courts with public access in that area to complement those in Eton: Thames Valley Athletics Centre - TVAC and Maidenhead (Magnet Leisure Centre). There is off-peak playing capacity within the existing supply of courts at the Magnet and Charters leisure centres and at Bisham Abbey NSC. Compared to other authorities, RBWM has a high number of publicly available squash courts and could be a significant area of focus for the re-development of the game.

### ***Gymnastics and trampolining***

There are four gymnastic clubs in RBWM plus 10 in neighbouring boroughs. Local demand substantively exceeds supply and waiting lists are commonplace; the resulting shortfall is restricting growth and development of the sport. Phoenix Gymnastics Club has a venue on a site that is to be developed for housing and will have to move from its current premises at the end of 2016. This proposal has the support of British Gymnastics and would provide a facility supporting the participation of over 1000 gymnasts per week from pre-school to national team representatives. A new venue would go some way towards meeting the significant local need for gymnastics provision in a sport in which participation is growing.



### ***Other specialist provision***

#### *Bisham Abbey National Sports Centre*

This is owned by the Sports Council Trust Company and provides world class training and competition spaces for a wide range of NGBs plus community users. Combining high quality indoor and outdoor sports provision, meeting rooms, conference, hotel and residential accommodation, BANSC is an eclectic mix of facilities set within the 13<sup>th</sup> century Grade 1 Listed Abbey and its grounds. Whilst access to some areas is restricted to elite performers only many are available for community use.

#### *Thames Valley Athletic Centre*

TVAC, home to Windsor, Slough, Eton and Hounslow AC and Slough Juniors AC, is on the outskirts of Eton/Datchet. It is run by Datchet and Eton Leisure (del) governed by Thames Valley Centre Management Trust in partnership with RBWM, Slough Borough Council and Eton College. Eton students have free access to facilities and use of TVAC is regularly timetabled; in exchange the College maintains the track and grounds. Facilities, which are made available on a pay and play and membership basis, include:

- ◀ Gym and fitness suite
- ◀ squash courts (1 doubles court)
- ◀ Exercise studios
- ◀ Track facilities
- ◀ Six lane 60m sprint straight, jumping and throwing areas
- ◀ Courts on the track area for basketball, badminton, football and netball.

It is rated in the top ten in respect of strategic importance to athletics in England. Club use takes place on at least four nights per week and the 500+ registered club athletes make it one of the largest in England. In keeping with the continued growth of off-track running and track and field athletics the sport continues to be amongst those with improving APS numbers. There are further opportunities to consider development of marked running routes within RBWM to meet the demand of recreational runners.

# ROYAL BOROUGH OF WINDSOR & MAIDENHEAD INDOOR SPORT AND LEISURE FACILITY STRATEGY 2016 - 2021

## VISION AND RECOMMENDATIONS

This is the Indoor Sport and Leisure Facility Strategy for the Royal Borough of Windsor and Maidenhead for the five year period 2015 – 2020. The assessment of provision and strategy recommendations were prepared in accordance with Sport England Assessing Needs and Opportunities Guide for Indoor and Outdoor Sports Facilities 2014.

They are also in line with Sport England’s key facility planning drivers of ‘Protect’, ‘Enhance’ and ‘Provide’ and, thus, provide a focus for the Borough to work with key stakeholders to provide facilities that meet the sport and physical activity needs of its current and future resident population.

### Vision

The vision underpinning this strategy is to:

- ◀ Develop and improve facilities that encourage active lifestyles for all RBWM residents and contribute to generating an increase in the level of regular participation in sport and physical activity.
- ◀ Provide high quality indoor sports facilities that enable residents to take part in sport and physical activity in fit for purpose venues that meet individual and community sporting need.
- ◀ Enable and support other providers e.g., schools, trusts, charities, voluntary sports clubs and commercial operators to develop new, and expand existing facilities.
- ◀ Improve the effectiveness of pathways and progression routes for residents into participation, performance and excellence.

Recommendations emerging from the needs assessment provide a focus for RBWM to work with key stakeholders to provide facilities that will enable the vision to become a reality and allow the Council to meet the sport and physical activity needs of its current and future resident population.

### Strategy Framework



The recommendations identified are designed to deliver the above vision over the period 2016 – 2021. They provide strategic direction for the RBWM, the Council’s leisure operators plus agencies, companies, schools, voluntary sector clubs and organisations which provide facilities and opportunities for residents and visitors to participate.

They have been developed in line with Sport England’s key facility planning drivers of ‘Protect’, ‘Enhance’ and ‘Provide’. Each is supported by a summary rationale drawn from the Indoor and Built Facilities Assessment Report, January 2016.



### **Recommendation No.1 – general leisure stock**

The following leisure stock should be kept, maintained and where budgets permit enhanced as multi-use indoor sports centres:

- ◀ Windsor Leisure Centre (1a)
- ◀ Charters Leisure Centre (1b)
- ◀ Cox Green School and
- ◀ Furze Platt School (1c)
- ◀ Other dual use provision (1d)

These facilities are presently fit for purpose and appropriately located to meet the long term sport and recreation needs of RBWM residents in the communities of Maidenhead, Windsor and Ascot. They need continuous investment to ensure that they remain fit for purpose, keep up with current fitness industry trends and are commercially viable. The feasibility of any proposals will need to be fully examined.

### **Recommendation No.1a – Windsor Leisure Centre**

At Windsor Leisure Centre, to stay ahead of and/or keep pace with local competition and having, via a feasibility study, tested the commercial viability, invest in:

- ◀ Increasing the scale of health & fitness providing more stations and additional/larger studio spaces.
- ◀ Replacing the flumes with an equivalent family orientated centre of water entertainment
- ◀ Replacing the existing spa with modern new facilities – sauna, steam room, hydrotherapy pool, treatment rooms and relaxation area.
- ◀ Expanding the relaxation/refreshment area and add free access public wi-fi.

### **Recommendation No.1b – Charters Leisure Centre**

Because Charters Leisure Centre is the only facility serving the south of the borough, and to meet education and community needs, assess the feasibility of and, if feasible and appropriate, support the proposed on site development of a: 6 court sports hall, a swimming pool and ancillary changing accommodation.

### **Recommendation No.1c – Cox Green and Furze Platt leisure centres**

Upgrade or provide new sports hall accommodation to provide four court halls with associated office and management facilities to accommodate and enable facilitate well managed community use. If feasible develop these to meet the new Sport England specification to better suits the playing needs of netball, volleyball and handball.

### **Recommendation No.1d**

(i) On a settlement (i.e., Datchet, central Maidenhead and Windsor areas) and site by site basis (linked to school commitments to offer full community use programming) investigate the feasibility of upgrading existing joint use facilities or providing new sports hall accommodation with associated office and changing accommodation to facilitate well managed community use at the following:

- ◀ Altwood Church of England School
- ◀ Churchmead Church of England School
- ◀ Desborough School
- ◀ Newlands School
- ◀ Trevelyan Middle School
- ◀ Windsor Boys School
- ◀ Dedworth Middle school

- (ii) Where any new state schools are built ensure that site master-planning and sports provision location and design is orientated to accommodate community use and secured via an appropriate and binding community use agreement.
- (III) Work with private/public schools, higher and further education colleges, across the Borough, to facilitate community / voluntary club access to school sport facilities via formal access agreements. To support this, set up an officer working group to investigate and pursue the potential to create (and maintain) closer links with and further the community use of, school sports facilities.

### **Recommendation No 2 – Magnet Leisure Centre**

Replace the Magnet Leisure Centre with a 'right sized' facility which, at minimum, replaces the existing provision. This should:

- ◀ Be strategically located so as to optimise accessibility and enable access both on foot and via all forms of available personal and public transport.
- ◀ Be a large, central venue/spectator orientated indoor venue for indoor sports, such as netball and basketball (wheelchair/able bodied) plus cultural events/activities.
- ◀ Provide a larger water area to meet unmet existing demand as evidenced by strategy consultation and future demand from the Borough's growing population
- ◀ Provide extensive fitness and studio provision
- ◀ Provide relevant social, catering and ancillary facilities and adequate car parking, bicycle and pram/buggy storage

#### Suggested core provision

- |                                     |  |
|-------------------------------------|--|
| ◀ 10 court sports hall              | ◀ Four dance/multi-purpose studios.        |
| ◀ 4 court event hall                | ◀ Martial arts dojo                        |
| ◀ 10 lane x 25m pool                | ◀ 4 squash courts                          |
| ◀ 13m x 20m learner pool            | ◀ Meeting rooms                            |
| ◀ Splash pool                       | ◀ Soft play                                |
| ◀ Minimum 150 station fitness suite | ◀ Café                                     |
| ◀ Spin studio                       | ◀ High quality wet/dry changing facilities |

Consider whether, as part of this process, there may be an opportunity to accommodate the facility aspirations of partners/agencies such as SportsAble, the Windsor Club and the Phoenix Gymnastics Club via some form of joint provision or partnership based development.

### **Recommendation No.3 – specialist sports provision**

RBWM will work closely with key local clubs to develop/improve specialist sports facilities to meet local need. Specifically, these include:

- ◀ Phoenix Gymnastics Club (3a)
- ◀ The Windsor Club (3b)
- ◀ SportsAble (3c)
- ◀ Thames Valley Athletic Club (e)

### *3a Gymnastics*

Work with Phoenix Gymnastics Club to find an affordable venue of appropriate quality at which it can effectively accommodate permanent fixed equipment and associated club facilities. Development of a dedicated facility will be strategically backed and possibly financially supported by British Gymnastics.

### *3b: The Windsor Club*

Work with the Windsor Club to find an affordable site at which it can effectively develop health and fitness facilities, squash courts and ancillary social provision to enable it to develop and function as a successful club.

### *3c: SportsAble*

Work in partnership with SportsAble to assess the feasibility of and, as applicable, facilitate development of additional sports facilities for disabled athletes and create a successful business model.

Concurrently (in tandem with Recommendation No 2) consider whether and how a replacement facility for the Magnet Leisure Centre might be able to integrate with and/or affordably service some of the Club's facility needs.

### *3d Thames Valley Athletic Club*

Continue to support the Trust operating the TVAC to maintain and improve it as a centre for indoor and outdoor athletics plus squash. In so doing, work with its management team to identify new facilities that would help enhance its vibrancy and sustainability as a multi-functional sports club.

### **Recommendation No.4 – new housing provision and other built development**

Alongside planning applications for new housing and other built development investigate opportunities for new and improved sports provision (indoor and outdoor) to be funded through the Community Infrastructure Levy (CIL) or specific planning agreements.

### **Acknowledgements**

In accordance with ANOG guidance, the Strategy Steering Group, comprising the following has played an invaluable role in guiding this project to completion:

- ◀ Kevin Mist – RBWM
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- ◀ Philip Gill – RBWM
- ◀ Ann Pfeiffer - RBWM
- ◀ Warren Tucker – Sport England
- ◀ Sharon Bayton – KKP
- ◀ John Eady – KKP

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## APPENDIX 2

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## PLAYING PITCH STRATEGY & ACTION PLAN

APRIL 2016

Integrity, Innovation, Inspiration

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# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY & ACTION PLAN

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# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY & ACTION PLAN

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## LIST OF ABBREVIATIONS

3G	Third Generation (artificial grass pitch)
AGP	Artificial Grass Pitch
CC	Cricket Club
CIL	Community Infrastructure Levy
CSP	County Sports Partnership
RBWM	Royal Borough of Windsor and Maidenhead
ECB	England and Wales Cricket Board
EH	England Hockey
FA	Football Association
FC	Football Club
FE	Further Education
GIS	Geographical Information Systems
HC	Hockey Club
HE	Higher Education
IOG	Institute of Groundmanship
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
PQS	Performance Quality Standard
PPS	Playing Pitch Strategy
PF	Playing Field
RFL	Rugby Football League
RFU	Rugby Football Union
RUFC	Rugby Union Football Club
S106	Section 106 Agreement
TGR	Team Generation Rate
U	Under



# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

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## EXECUTIVE SUMMARY

This is the Executive Summary of the Royal Borough of Windsor and Maidenhead (RBWM) Playing Pitch Strategy (PPS) 2016. The Study takes account of:

- ◀ Football pitches (including 3G AGPs)
- ◀ Cricket pitches
- ◀ Rugby union pitches
- ◀ Hockey/artificial grass pitches (AGPs)

### ***Purpose***

The purpose of the PPS is to look to address a range of fundamental challenges and assess how outdoor pitch and non-pitch facilities can be used to meet the needs;

- ◀ The overall strategic review of sports and leisure services in RBWM, and will form part of the overall assessment of assets and provision/ opportunities across RBWM.
- ◀ The Strategy has been developed in partnership with a range of agencies including a number of national governing bodies of sport (NGBs) plus local clubs and leagues, Berkshire County Sports Partnership.

### ***Policy context***

The key strategic themes with regard to outdoor pitch sports in RBWM emanating from the main strategies and local context are considered to be:

- ◀ Assess the supply and demand balance and evidence the quality of existing provision
- ◀ Inform the strategic development of playing pitch sites.
- ◀ Inform sports specific development
- ◀ Inform the realignment/targeting of resources both revenue and capital.
- ◀ Inform planning policy/applications/decisions.
- ◀ Promote participation and improve health outcomes.
- ◀ Potential changes to the supply of provision due to capital programmes e.g. for educational sites
- ◀ Ensure the most efficient management and maintenance of playing pitch provision
- ◀ Develop a priority list of deliverable projects which will help to meet any current deficiencies and provide for future demands.

The Royal Borough of Windsor and Maidenhead

The Royal Borough of Windsor and Maidenhead is a Royal Borough of Berkshire, in South East England. The borough was formed on 1 April 1974 as a non-metropolitan district of Berkshire, under the Local Government Act 1972, from parts of the former administrative counties of Berkshire and Buckinghamshire. From Berkshire came the boroughs of Maidenhead and Windsor, and the rural districts of Cookham and Windsor, and from Buckinghamshire came the Eton urban district, and the parishes of Datchet, Horton and Wraysbury from the rural district of Eton.

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

## Methodology

This Strategy is predicated on a supply and demand assessment of playing pitch facilities in accordance with Sport England’s PPS Guidance: An approach to developing and delivering a playing pitch strategy. This methodology has been followed to develop a clear picture of the balance between the local supply of, and demand for, playing pitches and other outdoor sports facilities

Each main pitch sport National Governing Body of Sport (NGB) has a range of policies and strategies which support the development of a PPS strategy in RBWM; a synopsis of which can be found in the Appendix.

This study has been developed based on RBWM and NGB strategic drivers. Consequently, there is a sport by sport analysis which addresses key challenges and issues. The agreed vision has been set out to provide a clear focus with desired outcomes for the RBWM Playing Pitch Strategy:

## Vision and strategic challenges

RBWM’s vision, working with and through NGBs, local clubs and leagues is:

*“An accessible, high quality and sustainable network of playing pitches that provides opportunity for residents of and visitors to the Royal Borough of Windsor and Maidenhead to play pitch sports. The network will cater for all standards of play, from grass roots to elite and will encourage and promote sustained participation”*

The table below identifies key challenges and issues on a sport by sport basis. These have been arrived at by extensive consultation and site visits in accordance with Sport England’s methodology.

Sport	Key challenges and issues
Cricket England & Wales Cricket Board (ECB)	There are 63 senior teams playing competitive matches on pitches within RBWM and 68 junior teams. Overall there is a sufficient supply of cricket pitches to cater for demand from clubs within RBWM at peak time, however; current provision is insufficient to accommodate any increases at peak time.
Football The Football Association	The audit identifies a total of 117 grass football pitches in RBWM of which 92 are reported to be available for community use on some level. A total of 241 affiliated teams are identified as playing matches on football pitches within RBWM. None play consistently play home fixtures on 3G pitches. There are a total of 19.5 match sessions of actual spare capacity exhibited across 31 pitches and 13 sites which are available for community use and currently used.
Rugby Union Rugby Football Union	TGRs forecast an increase in demand at the junior boys’ and mini age groups amounting to the likely creation of at least four more teams across the Borough at each age group. Two rugby union clubs play in RBWM In total there are 82 rugby union pitches in RBWM, made up of 37 senior, seven junior and 38 mini sized pitches. There is also one full size World Rugby Regulation 22 AGP at Maidenhead RFC which lies within Braywick Park.

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

Sport	Key challenges and issues
Hockey England Hockey	RBWM is adequately provided for with regards to AGPs suitable for hockey matches at present. Pitch quality is of greater concern than supply and consideration must be given to the replacement of some surfaces which exhibit areas of damage There are two community clubs based in the Borough.

## ***Delivering the PPS in RBWM***

As part of the ongoing commitment to the PPS all parties involved should commit to influencing and delivering the objectives set out within the action plan.

## ***Steering Group***

A steering group of partners should be set up to take the lead to ensure the Strategy is used and applied appropriately within their area of work and influence.

To help ensure the Strategy is well used it should be regarded as the key document, alongside the Playing Pitch Assessment (2016), within the study area, guiding the improvement and protection of playing pitch provision.

## ***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 Strategy has been applied should also form a key component of monitoring its delivery. This should form an on-going role of the steering group. It is possible that in the interim between annual reviews the steering group could operate as a 'virtual' group; prepared to comment on updates electronically when relevant.

As a guide, if no review and subsequent update has been carried out within three years, then Sport England and the NGBs would consider the Strategy and the information on which it is based, to be out of date. If the Strategy is used as a 'live' document, and kept up to date, the time frame can be extended to five years.

Furthermore, the process of refreshing the Strategy would be much less resource intensive if changes and updates have been made throughout the five years. If there are no updates to the document within the period the nature of the supply, and in particular the demand for playing pitches, is likely to have changed.

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 Strategy 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.

## THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

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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 or other sites in the future. Updating the action plans will make the task of updating the Playing Pitch Strategy much easier.

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

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## PART 1: INTRODUCTION

This is the Playing Pitch Strategy (PPS) for the Royal Borough of Windsor and Maidenhead (RBWM) Council and its partners. Building upon the preceding Assessment Report it provides a strategic framework for the maintenance and improvement of existing outdoor sports pitches and ancillary facilities between 2016 and 2026. The PPS covers the following playing pitches:

- ◀ Football pitches (including 3G AGPs)
- ◀ Cricket pitches
- ◀ Rugby union pitches
- ◀ Hockey/artificial grass pitches (AGPs)

The Strategy is capable of:

- ◀ To support the collection of CIL (Community Infrastructure Levy) funds for provision of outdoor formal sports.
- ◀ Improving health and well-being and increasing participation in sport.
- ◀ Sports development programmes and changes in how the sports are played.
- ◀ Provide evidence to ensure provision meets need in terms of both quality and quantity
- ◀ The need to inform the development and implementation of planning policy.
- ◀ The need to inform the assessment of planning applications.
- ◀ Potential changes to the supply of provision due to capital programmes (e.g. for educational sites)
- ◀ Budgetary pressures to ensure the most efficient management and maintenance of playing pitch provision.
- ◀ The need to develop a priority list of deliverable projects which will help to meet any current deficiencies.
- ◀ Provide for future demands and feed into wider infrastructure planning work.
- ◀ Prioritisation of internal capital and revenue investment.
- ◀ The need to provide evidence to help secure internal and external funding.

### 1.1: Structure

The Strategy has been developed from research and analysis of playing pitch provision and usage within RBWM to provide:

- ◀ Providing a clear investment strategy for pitch provision.
- ◀ Providing a clear framework for all facility providers.
- ◀ Clearly addressing the needs of pitch sports within the local area, picking up particular local demand issues.
- ◀ Informing funding applications and targeting improvements through developer contributions.
- ◀ Taking account of population increases that result from housing development pressure
- ◀ Standing up to scrutiny at a public inquiry as a robust study.

The Strategy and Action Plan recommends a number of priority projects for RBWM which should be implemented from 2016 to 2026. 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 Three: Funding Plan).

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## PLAYING PITCH STRATEGY

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The recommendations that come out of this strategy must be translated into local plan policy so there is a policy mechanism to protect existing provision and secure investment where the opportunity arises.

### 1.2 Context

The primary purpose of the PPS is to provide a strategic framework which ensures that the provision of outdoor playing pitches meet the local needs of existing and future residents within the Royal Borough of Windsor and Maidenhead (RBWM) area.

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. Section 8 of the NPPF deals specifically with the topic of healthy communities. Paragraph 73 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 73 and 74 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.

Paragraph 76 and 77 promote the identification of important green spaces by local communities and the protection of these facilities. Such spaces may include playing fields.

### ***Royal Borough of Windsor and Maidenhead local plan***

The Council is currently in the consultation phase for its local plan (summer 2016), the PPS will comply with the new PPS guidance from Sport England<sup>1</sup>. This Strategy will provide robust evidence for the local plan, planning decisions and funding bids. The borough local plan will set the long-term strategy for managing development and supporting infrastructure in the borough. It will set out where best to accommodate the homes, jobs and infrastructure we need in the most sustainable way. The PPS will provide RBWM with the following;

- ◀ Information on the Royal Borough of Windsor and Maidenheads existing and future needs for playing pitches and its current ability to meet those needs in terms of quality, quantity and location.
- ◀ Provide an evidence base for playing pitches in order to inform a future PPS reviews.
- ◀ To provide evidence to inform wider planning across the Borough
- ◀ Provide background evidence to support RBWM emerging Local Plan policies in relation to formal recreation, ensuring that this evidence is sound, robust, capable of being scrutinised through examination and meets the requirements of the National Planning Policy Framework (NPPF) paragraphs 73 and 74.
- ◀ To review the information to enable the Council to justify collecting developer contributions and inform the Council on the distribution of developer contributions to sports and open space in line with CIL regulations.

### 1.3 Study area

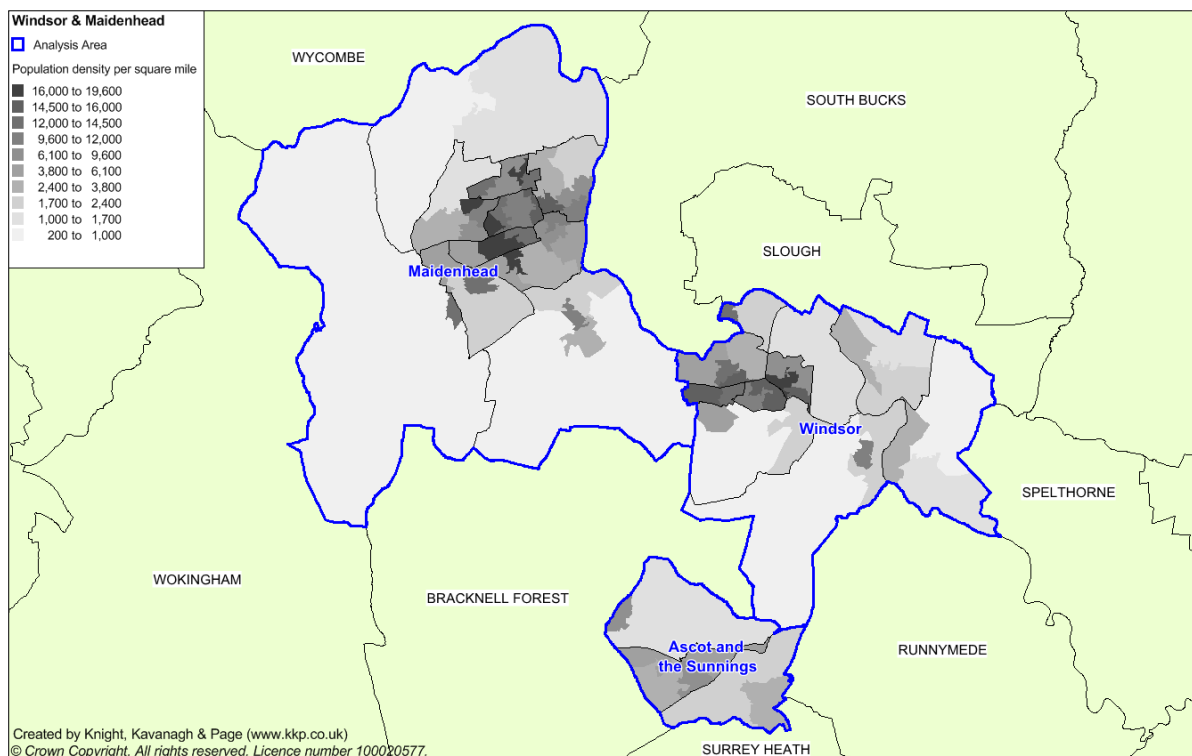
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<sup>1</sup><http://www.sportengland.org/facilities-planning/planning-for-sport/planning-tools-and-guidance/playing-pitch-strategy-guidance/>

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

The study area is the Royal Borough of Windsor and Maidenhead boundary area. Further to this sub areas or analysis areas have been created to allow a more localised assessment of provision and examination of playing pitch supply and demand at a local level. Use of analysis areas also allows local circumstances and issues to be taken into account. RBWM is divided into three analysis areas, Ascot and the Sunnings, Maidenhead and Windsor.

Figure 1.1: PPS analysis areas



## 1.4 Headline findings

The table below highlights the quantitative headline shortfalls from the RBWM Playing Pitch Assessment Report.

Sport	Analysis area	Current demand shortfall <sup>2</sup>	Future demand shortfall (2026) <sup>3</sup>
Football (grass pitches)	Ascot & the Sunnings	3.5 adult match sessions 6 youth 11v11 match sessions 4 youth 9v9 match sessions 1.5 mini 7v7 match sessions 1.5 mini 5v5 match sessions	3.5 adult match sessions 6 youth 11v11 match sessions 4 youth 9v9 match sessions 1.5 mini 7v7 match sessions 1.5 mini 5v5 match sessions
	Maidenhead	0.5 youth 11v11 match sessions	0.5 youth 11v11 match sessions
	Windsor	0.5 adult match sessions 0.5 youth 11v11 match sessions 0.5 youth 9v9 match sessions	0.5 adult match sessions 0.5 youth 11v11 match sessions 0.5 youth 9v9 match sessions
	Total	4 adult match sessions	4.5 adult match sessions

<sup>2</sup> Current demand is calculated from an analysis of overplay and spare capacity only.

<sup>3</sup> Please note that this is demand that will exist in 2027 if the current demand is not met and also includes latent and displaced demand identified.



# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

Sport	Analysis area	Current demand shortfall <sup>2</sup>	Future demand shortfall (2026) <sup>3</sup>
		7 youth 11v11 match sessions 4.5 youth 9v9 match sessions	14.5 youth 11v11 match sessions 11.5 youth 9v9 match sessions
Football (3G AGPs) <sup>4</sup>	Ascot & the Sunnings	3 full size 3G pitches	
	Maidenhead	2 full size 3G pitches	
	Windsor	2 full size 3G pitches	
	Total	5 full size 3G pitches	
Sport	Analysis area	Current demand shortfall <sup>5</sup>	Future demand shortfall (2026) <sup>6</sup>
Cricket	Ascot & the Sunnings	Demand is met	Demand is met
	Maidenhead	Demand is met	Demand is met
	Windsor	Demand is met	Demand is met
	Total	Demand is met	Demand is met
Rugby union	Ascot & the Sunnings	Demand is met	Demand is met
	Maidenhead	Demand is met	Demand is met (providing no loss of pitches at Braywick Park)
	Windsor	1 senior match session 2 mini match sessions OR 1 match session on senior pitches	1 senior match session 3 mini match sessions OR 1.5 match sessions on senior pitches
	Total	1 senior match session 2 mini match sessions OR 1 match session on senior pitches	1 senior match session 3 mini match sessions OR 1.5 match sessions on senior pitches
Hockey (Sand AGPs)	Total	Demand is met	Demand is met

## Conclusions

The existing position for all pitch sports is either that demand is being met or there is a shortfall. The future position for some sports shows that current shortfalls are exacerbated and where demand was being met shortfalls will be created. Therefore there is a need to protect all existing provision and investigate opportunities to increase access to school sites, improve pitch quality and subsequent carrying capacity or bring some disused sites back into use if feasible.

## 1.5 Definitions

### Match 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.

<sup>4</sup> Based on accommodating 40 teams to one full size pitch for training

<sup>5</sup> Current demand is calculated from an analysis of overplay and spare capacity only.

<sup>6</sup> Please note that this is demand that will exist in 2027 if the current demand is not met and also includes latent and displaced demand identified.

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

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 over the course of a season.

## ***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	No. 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
Rugby union*	Natural Inadequate (D0)	2	1.5	0.5
	Natural Adequate (D1)	3	2	1.5
	Pipe Drained (D2)	3.25	2.5	1.75
	Pipe and Slit Drained (D3)	3.5	3	2
Cricket	One grass wicket	5 per season	N/A	N/A
	One synthetic wicket	60 per season	N/A	N/A

## ***Shortfalls***

Please note that shortfalls are expressed in match sessions rather than converted to pitches. To convert match sessions into pitches, the number of match sessions should be halved (to take account of teams playing on a home and away basis).

For a full Glossary of terms please refer to Appendix Four.

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

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## PART 2: VISION

### 2.1 Vision

A vision has been set out to provide a clear focus with desired outcomes for the RBWM Playing Pitch Strategy:

*“An accessible, high quality and sustainable network of playing pitches that provides opportunity for residents of and visitors to the Royal Borough of Windsor and Maidenhead to play pitch sports. The network will cater for all standards of play, from grass roots to elite and will encourage and promote sustained participation”*

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

## PART 3: OBJECTIVES

The following overarching objectives are based on the three Sport England themes (see figure 1 below). Delivery of the Strategy is the responsibility of and relies on, *all* stakeholders.

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 planning objectives.

### 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 themes



Source: Sport England 2015

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## PLAYING PITCH STRATEGY

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### PART 4: SPORT SPECIFIC ISSUES SCENARIOS AND RECOMMENDATIONS

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

#### Football pitches

##### **Summary – grass**

- ◀ The audit identifies a total of 117 grass football pitches in RBWM of which 92 are reported to be available for community use on some level.
- ◀ There is one small sized and three full sized 3G pitches on which competitive football match can be played, of which two are FIFA certified and two are FA certified.
- ◀ Over two thirds (67%) of pitches available for community use are rated as standard quality, with a further 13% good and 20% poor.
- ◀ The absence of changing facilities at Old Windsor Recreation Ground is reported to be a key issue. The site currently accommodates 16 teams, both juniors and adults.
- ◀ Most clubs rent their home pitches and subsequently several have unsecured tenure as result of renting from schools or private owners.
- ◀ A total of 241 affiliated teams are identified as playing matches on football pitches within RBWM. None play consistently play home fixtures on 3G pitches.
- ◀ Ascot United FC reports unmet demand at the mini age group where it has a waiting list of around 60 children. This is due to insufficient access to match pitches and training facilities.
- ◀ Access to affordable floodlit training facilities is a key issue for most clubs in RBWM, particularly those with a large number of youth and mini teams. Ascot United FC has exclusive use of the AGP at Charters Leisure Centre yet still reports demand for further access to floodlit training provision.
- ◀ Team generation rates indicate the likely creation of an additional 29 junior teams and 14 mini soccer teams.
- ◀ There is a total of 19.5 match sessions of actual spare capacity exhibited across 31 pitches and 13 sites which are available for community use and currently used. There are four further match equivalent sessions available across three sites which are available for community use but are currently unused.
- ◀ Overplay on football pitches in RBWM amounts to nine match equivalents, of which eight sessions are on adult pitches.
- ◀ Overall there is spare capacity Borough wide to accommodate both mini 5v5 and 7v7 formats at present and in future. However, there is a current and future undersupply of adult and youth pitches (both formats).

##### **Scenarios - grass**

- ◀ **Improving pitch quality** - on overplayed pitches (either through increased maintenance or drainage improvements in order to increase pitch capacity) to either standard or good quality will help to accommodate overplay expressed. For example, improving all overplayed pitches to good quality will also create additional spare capacity equating to 7.5 match sessions per week which would also help to meet unmet and displaced demand expressed.
- ◀ However, even if there is an improvement in pitch quality at Summerleaze Park, there would still be overplay of 1.5 match sessions per week on the adult pitch. This demonstrates the need for a solution onsite beyond grass pitch improvements to fully address overplay.

## THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

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- ◀ This considered, given the cost of undertaking such work for all poor and standard quality pitches the continued maintenance required (and associated costs) alternatives need to be considered that can offer a more sustainable model for the future of football. The FA supports increase use of 3G pitches for competitive match play as an alternative to grass pitches where it might alleviate pitch capacity issues, particularly regarding mini soccer.
- ◀ Further to this, increasing the quality of other sites which currently have spare capacity from poor quality to standard/good will further increase capacity to meet unmet and displaced demand identified.
- ◀ **Use of school sites** – though evidencing actual spare capacity, several school sites are considered unable to accommodate any further use in consideration of the high level of use they receive during the week. It is typical for school pitches to receive over 20 hours curriculum use throughout the week with possible extracurricular team training and matches on top making them likely to be overplayed.
- ◀ Increased school use of AGPs would help to alleviate intensive use of grass pitches and as a result capacity at school sites may be able to be considered usable by community clubs.
- ◀ **Transferring play** - improving pitch quality to good at overplayed sites will result in many pitches being able to accommodate current demand, however, overplay would remain at Summerleaze Park. Consideration should therefore be given to transferring some play to sites with actual spare capacity in order to fully alleviate overplay.
- ◀ Consideration must also be given to the transfer of youth and mini teams currently using adult pitches onto dedicated youth and mini pitches. This will increase the capacity of adult pitches throughout the Borough and also enable some sites to be reconfigured in order to increase youth and mini pitch stock and in turn capacity.
- ◀ Gaining access to sites which are currently unavailable for community use e.g. education sites and privately owned sites or increased activity at sites currently unused will accommodate future demand for mini pitches and unmet demand expressed by some clubs.
- ◀ **Summary** – if pitch quality/overplay is addressed and access to existing pitches is maximised there would be no requirement for new grass pitches to be sought in RBWM. However, when this model is run on an area by area basis within RBWM there may be isolated areas which generate enough demand for new pitches to be provided.

### **Recommendations – grass**

- ◀ Existing quantity of football pitches to be protected (unless, a new 3G Pitch can be provided to counteract the reduction in quantity of grass pitches).
- ◀ Where pitches are overplayed and assessed as standard or poor quality, prioritise investment and review maintenance regimes to ensure it is of an appropriate standard to sustain/improve pitch quality.
- ◀ Look to transfer use from pitches which would still be overplayed even with when improved to good quality, making use of available spare capacity elsewhere.
- ◀ Work with educational establishments and private site owners/managers to maximise and secure access to pitches on education/private sites which are currently unavailable for community use to help address demand for youth and mini pitches.
- ◀ Where appropriate, develop partnership and/or lease arrangements with large, sustainable, development-minded clubs to manage their own 'home' sites thus facilitating club development.
- ◀ Explore opportunities for access to 3G pitches to cater shortfalls and reduce overmarking. Review impact on grass pitches as part of the PPS Annual Review.

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## PLAYING PITCH STRATEGY

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### **Summary – 3G pitches**

- ◀ There are eight 3G pitches within the Royal Borough of Windsor and Maidenhead, of which four are full sized, however the pitch at Bisham Abbey National Sports Centre is not floodlit.
- ◀ There are no 3G AGPs located within the Windsor analysis area.
- ◀ A new 9v9 floodlit 3G AGP is proposed to be located in Dedworth Manor (Windsor Analysis area).
- ◀ All full size 3G AGPs in RBWM are assessed as standard quality apart from Furze Platt School which was assessed as good quality.
- ◀ There are four 3G pitches in RBWM that are currently FA certified, three of which are full sized.
- ◀ On the basis that there are 211 teams playing competitive football in the Royal Borough of Windsor and Maidenhead, there is a recommended need for at least five full size 3G pitches.
- ◀ AGPs are running at capacity, where there is capacity for training this exists at late time slots.
- ◀ All schools are open to the community during peak time hours during the week and at weekends.
- ◀ Bisham Abbey National Sports Centre, although has a variety of sports facilities the 3G AGP is not floodlit and therefore has restricted usage.

### **Scenarios – 3G pitches<sup>7</sup>**

- ◀ **More pitches** – RBWM is currently slightly underserved with full sized 3G pitches to accommodate football training demand. There are four full sized pitches though the FA model determines there is a need for at least five.
- ◀ However, in practice the absence of floodlighting at Bisham Abbey National Sports Centre limits potential for use during the evenings, whilst consideration needs to be given rugby club use of Maidenhead RFC which limits availability to football team training. Therefore, the number of floodlit 3G pitches required may be higher in order to compensate for these limitations.
- ◀ **Moving all mini teams to play on 3G pitches<sup>8</sup>** – there are currently 37 mini 5v5 teams and 51 mini 7v7 teams which would require a total of five certified full size 3G pitches to accommodate all mini teams. This is on the basis that both playing formats can be accommodated on one day using staggered kick off times as (see Appendix One).
- ◀ Broken down by analysis area and to accommodate all mini teams there is a need for five certified full size 3G pitches in the Ascot & the Sunnings Analysis Area, three in the Maidenhead Area and three in the Windsor Area. It is also possible that certified small sized 3G pitches can help to accommodate demand as they are big enough to accommodate mini soccer matches.
- ◀ **Greater competitive use** – There are no teams recorded as regularly playing matches on 3G pitches, despite three of the four full sized pitches and one small sized pitch being certified for competitive play. Greater use of 3G pitches for matches and transfer of play from grass pitches may help to alleviate levels of overplay on them, given that the AGPs are cost accessible.

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<sup>7</sup> Refer to Appendix One: 3G Pitch Scenario for the programming model used.

<sup>8</sup> Figures are rounded up to the nearest full size pitch.



# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## PLAYING PITCH STRATEGY

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### **Recommendations – 3G pitches**

- ◀ Increase provision of 3G pitches in RBWM to meet training and competitive demand.
- ◀ In partnership with England Hockey consider conversion of at least one sand/water based AGP to a 3G surface whilst maintaining adequate provision (at least three AGPs) to accommodate hockey demand.
- ◀ Ensure that increase in 3G pitch provision does not impact on the economic viability of the remaining hockey suitable supply.
- ◀ Encourage providers to have a mechanism in place which ensures the long term sustainability of provision.
- ◀ Berks& Bucks FA (BBFA) to carry out consultation with leagues/clubs to gauge acceptance/buy in of moving competitive play to 3G pitches in the future.
- ◀ Encourage providers to test and subsequently FA register in order to maximise use for competitive football to be played.
- ◀ Consider additional rugby world rugby compliant AGPs in the Area to address levels of overplay and support future demand for match play and floodlit training. This may be at club sites or shared sites either directly through the RFU or in partnership with the FA for dual certification.

### **Cricket pitches**

#### **Summary**

- ◀ There are 47 natural turf cricket squares in RBWM, of which 24 are available and used by community clubs. Two squares are reported to be available but currently unused by clubs, at Altwood Church of England School and Desborough College.
- ◀ There are 21 squares identified as unavailable for club use; all located at independent schools sites, as they are generally used to capacity for school fixtures.
- ◀ Cricket within independent schools is strong and most schools have a large number of teams playing both curricular sport and fixtures.
- ◀ There are 17 non-turf pitches (NTPs) but only ten are available for community use. All seven unavailable NTPs are at Eton College. Three of available NTPs are currently unused by community club teams.
- ◀ Non-technical assessments on available natural turf cricket squares found nine squares to be of good quality and 14 to be of standard quality, whilst none were rated as poor.
- ◀ Of the 21 sites unavailable for use, there are seven squares rated as standard quality and 14 rated as good.
- ◀ There are 63 senior teams playing competitive matches on pitches within RBWM and 68 junior teams.
- ◀ The two senior teams from Royal Ascot CC export demand, playing at Locks Ride Recreation Ground in Winkfield (Bracknell).
- ◀ There is considerable usage for occasional corporate lets and ad hoc matches at club sites midseason.
- ◀ Only York Club displays actual capacity to host further match sessions at peak time representing 35 match sessions.
- ◀ There are two sites which are considered to be overplayed by a total of 25 match sessions per season; Pinkneys Green CC and White Waltham CC.

#### **Scenarios**

- ◀ **Addressing overplay** – improving the quality of the standard quality pitch which is overplayed at White Waltham CC (5 match sessions) will in part meet demand. Further to this, overplay at Pinkneys Green CC (20 match sessions) should be addressed through access to additional provision.

## THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

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- ◀ Overplay at Pinkneys Green CC is mainly due to the large number of external lets and only 25 match sessions of club use take place on the square. A reduction in hiring to external teams would therefore help to alleviate the level of overplay but may also have an impact on revenue generation and financial sustainability of the Club.
- ◀ It only has one junior team which already plays softball cricket on the outfield area. Transfer of play from the grass square to the NTP would help to alleviate overplay but given that these are senior matches it may not be permitted by league regulations.
- ◀ The Club is currently fundraising as part of plans to add an extra three wickets to the square. This would increase capacity and subsequently reduce the level of overplay to just five sessions which could be sustained with an improvement in pitch quality and careful management.
- ◀ **Utilising spare capacity** – only York Club exhibits actual spare capacity on Saturday afternoons as it is only used for friendly matches on Sunday afternoons. However, there are 14 match sessions available across 17 sites on Sunday afternoons which can accommodate further play.
- ◀ **Accommodating displaced demand** – At present the two teams from Royal Ascot CC do not highlight a pressing desire to play within the study area rather than in Winkfield (Bracknell), less than three miles from the main club site in Ascot. However, should the Club decide otherwise, there would be a need for one match session (20 matches per season) to be accommodated in RBWM. Only the York Club exhibits actual spare capacity able to service this but is not located in the same area so creation of an additional pitch would be required.
- ◀ **Securing tenure** – there are five sites where use is not considered to be secure beyond the next three years which currently accommodate 30 teams playing a total of 306 matches per season. It is key that use is secured at these sites, preferably through a formal agreement given the nature of ownership by Crown Estates or parish councils.
- ◀ **Summary** – if pitch quality/overplay is addressed and access to existing pitches is maximised to accommodate future demand there would be no requirement for new grass pitches to be sought in RBWM.

### **Recommendations – cricket**

- ◀ Existing quantity of cricket pitches to be protected.
- ◀ Berkshire County Cricket Board (BCCB) to work with clubs to review quality on those pitches assessed as standard and as a priority those which are overplayed to ensure an appropriate quality is achieved in relation to the standard of play.
- ◀ Address overplay on grass wickets through ensuring that maintenance levels are appropriate to current usage and where possible increasing the number of wickets on squares.
- ◀ Explore opportunities for increasing junior play on non turf wickets throughout RBWM where required in order to manage use of natural turf wickets.
- ◀ Utilise spare capacity on Sundays or midweek to accommodate possible additional senior play, future demand and junior/women/girls development.
- ◀ Work with clubs to ensure appropriate access to and development of ancillary facilities of the required standard to support provision of pitches/sites.
- ◀ Ensure clubs have long term security of tenure, including for example, Windsor CC and Datchet CC at Home Park Public and three other sites which are in private or parish council ownership.
- ◀ Encourage clubs/providers to explore opportunities for cricket clubs/pitches to accommodate other sports to help ensure future sustainability.
- ◀ Ensure sufficient provision and access to indoor training facilities to support winter training requirements for clubs.

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## PLAYING PITCH STRATEGY

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### Rugby union pitches

#### Summary

- ◀ In total there are 82 rugby union pitches in RBWM, made up of 37 senior, seven junior and 38 mini sized pitches. There is also one full size World Rugby Regulation 22 AGP at Maidenhead RFC which lies within Braywick Park.
- ◀ Ascot and the Sunnings has the lowest level of provision of the three analysis areas. The majority of pitches are located in the Windsor analysis area though most of these are at Eton College and are unavailable for community use.
- ◀ The majority of pitches (47%) are assessed as poor quality, with 35% rated as standard and 18% rated as good, all of which are at Eton College
- ◀ Eight pitches are reported to be available but currently unused, all located at education sites.
- ◀ Windsor RFC has no formal written tenure ensuring security of future use at Home Park Public but has played there for several years and believes that in practice future use of the site is not under threat.
- ◀ The changing facilities used by Windsor RFC at Home Park Public are dated and three of the six available changing rooms are reported to be too small. The growth of girls' and women's sections also presents a need for separate sex changing areas which are not currently provided for.
- ◀ Clubs generally try to avoid training on match pitches where possible. Windsor RFC trains on a partially floodlit training area whilst Maidenhead RFC mostly trains on the World Rugby compliant AGP, though there is some use of the floodlit grass training pitch one night per week as an overspill area.
- ◀ Two rugby union clubs play in RBWM, providing a total of 42 teams. There are eight senior teams, of which, there is one ladies team at each club. There are also 14 junior boys' teams and 18 mini squads.
- ◀ TGRs forecast an increase in demand at the junior boys' and mini age groups amounting to the likely creation of at least four more teams across the Borough at each age group.
- ◀ Windsor RFC identifies unmet demand at U8 and U9 age groups and could field another two teams having requested additional pitch space to do so.
- ◀ Current supply at Home Park Public is insufficient to accommodate future demand on both senior and mini pitches. Another 1.5 match sessions are required on senior pitches and one match session on mini pitches to accommodate the newly created teams as forecasted.
- ◀ It is the intention of the RFU investment strategy into AGPs to invest in communities across the country where grass rugby pitches in the local community are over capacity and where the installation of an AGP would support the growth of the game at the host site and for the local rugby partnership, including local rugby clubs and other organisations within the Local Authority. The RFU is keen to work with partners such as the Council and the FA to look at sites of mutual interest for future AGP provision.

#### Scenarios

- ◀ **Improving pitch quality** – improvements are required to the maintenance programme in order to address overplay at Home Park Public. Improvement of maintenance to M1 standard<sup>9</sup> would increase capacity by two matches per week on senior pitches; not only eliminating overplay but creating capacity of one match session.
- ◀ Whilst maintenance varies between the two clubs sites, no pitch is recorded as having an adequate drainage system in place. All drainage recorded is therefore either natural adequate. Home Park Public has suffered from waterlogging in the past caused by the neighbouring river and installation of pipe drainage may help to alleviate this in future.

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<sup>9</sup> Action is minor improvements to maintenance programme

## THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

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- ◀ The training pitch at Braywick Park currently displays spare capacity of 0.5 match sessions per week which is to be retained due to quality issues with the pitch. Resolving these issues such as poor grass coverage and lack of moisture in the soil would help bring this capacity into use.
- ◀ **More pitches** – in order to accommodate unmet and future demand at Home Park Public there is a requirement for access to additional pitches, as increases in pitch quality is not able to address programming issues and lack of pitch space at peak time.
- ◀ Windsor RFC requires access to one more senior pitch and one more mini pitch on Sunday mornings in order to accommodate future demand. This could be addressed through accessing secondary provision at one or more of the education or private sites which are currently unused, though there must also be access to suitable accompanying changing and toilet provision.
- ◀ Increased capacity at Home Park Public through improved pitch quality would be able to accommodate future demand for a second women's team as capacity would be available on Sunday afternoons.
- ◀ **Protecting supply of pitches** – pitches at Braywick Park must be protected in order to be able to continue to meet demand from Maidenhead RFU. Both the Club and RFU should work to ensure the current supply of pitches is not impacted upon by proposed developments onsite.
- ◀ **World rugby compliant AGPs** - The RFU Investment Strategy into AGPs considers sites where grass rugby pitches are overplayed and where an AGP would support the growth of the game at the host site and for the local rugby partnership, including local clubs and educational establishments.
- ◀ The AGP at Braywick Park already meets a large proportion of the training and match demand from Maidenhead RFC. Maximising use of the pitch while managing and maintaining quality will continue to help support use of the grass pitches.

### **Recommendations – rugby union**

- ◀ Existing quantity of rugby pitches to be protected, particularly at Braywick Park given development proposals which may include the loss of grass pitches.
- ◀ As a priority, seek to address overplay at Home Park Public via improvements to pitch quality (both maintenance schedules and drainage).
- ◀ Work to improve the quality of the floodlit training pitch at Braywick Park in order to make current capacity usable rather than retained to protect quality.
- ◀ Explore opportunities to secure access to additional pitches to meet future demand identified, particularly at education sites where there is access to adequate changing and toilet provision where required.
- ◀ Support Windsor RFC in developing changing and shower provision to sufficiently facilitate the growth of female rugby at Home Park Public.
- ◀ Seek greater security of tenure for Windsor RFC through a formal agreement.
- ◀ Maximise use of World Rugby compliant 3G pitch at Braywick Park and ensure its compliance with regulations through attentive maintenance.
- ◀ Consider additional rugby world rugby compliant AGPs in the Area to address levels of overplay and support future demand for match play and floodlit training. This may be at club sites or shared sites either directly through the RFU or in partnership with the FA for dual certification.

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## PLAYING PITCH STRATEGY

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### Hockey pitches (AGPs)

#### **Summary**

- ◀ There are ten full size AGPs in RBWM suitable for competitive hockey, of which, two are water based, two are sand dressed and six are sand filled.
- ◀ Three pitches at Eton College and Windsor Girls School do not have floodlighting, limiting their availability for community use where made available.
- ◀ Only six of the ten pitches are available for community use and four are currently used by community clubs for either matches or training.
- ◀ Three of the six available hockey suitable AGPs were assessed as standard quality, with one good quality pitch and two poor quality pitches.
- ◀ Five hockey suitable AGPs are beyond the recommended surface lifespan and require future surface replacement. AGPs at Braywick Park and Bisham Abbey National Sports Centre were recently resurfaced.
- ◀ Pitch availability within peak periods is generally good. Braywick Park is only available until 3pm at weekends. The pitch at Bisham Abbey National Sports Centre is sometimes unavailable due to priority use by national teams but no teams use it as their regular home venue. However, there is no midweek availability at Charters Leisure Centre as it is used exclusively by Ascot United FC for football training.
- ◀ There are two community clubs based in the Borough. Maidenhead HC is the largest club with 24 teams whilst Windsor HC has five teams. EH representative national squads are also based in the area at Bisham Abbey National Sports Centre.
- ◀ Three clubs make use of RBWM pitches when required on an ad hoc basis, importing demand from Marlow, Wycombe and Wokingham.
- ◀ Maidenhead HC has problems at Altwood Church of England School because the installation of an electronic access system and perimeter fence which the Club has no key for has created a child welfare issue regarding access to toilet facilities.
- ◀ The Club plays across two venues and neither have a pitch side clubhouse which is located exclusively at a third site. It believes that the spread of teams and lack of onsite bar and social facilities represents a key challenge and is detrimental to development and inclusiveness within the Club.
- ◀ Population increases are likely to create a requirement for at least one new junior team for both boys and girls. Some additional demand may be generated from targeted development areas such as satellite clubs run by Maidenhead HC at Altwood Church of England School and The Windsor Boys School.
- ◀ RBWM is adequately provided for with regards to AGPs suitable for hockey matches at present. Pitch quality is of greater concern than supply and consideration must be given to the replacement of some surfaces which exhibit areas of damage and are at the end of the recommended lifespan or beyond, particularly the pitch at Windsor Girls School, Altwood Church of England School and The Windsor Boys School, the latter two being key venues for club hockey.



# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## PLAYING PITCH STRATEGY

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### Scenarios

- ◀ **Accommodating current and future demand** – Based on 17 adult teams in RBWM requiring a pitch at peak time (Saturday) there is a requirement for at least three (rounded up from 2.13) full sized, floodlit, sand or water based pitches.<sup>10</sup> Future demand predictions forecast the likely creation of two junior teams which can be accommodated sufficiently by existing pitch stock.
- ◀ All hockey provision is rented from schools or the Council, therefore there are few barriers preventing access beyond hours available, cost and management relationship.
- ◀ **Utilising spare capacity** - both Charters Leisure Centre and Windsor Girls School are available yet have no regular community hockey use. The latter is poor quality and has no floodlighting which restricts its potential to be used for midweek training but there is spare capacity to accommodate additional match play and training at existing sites.
- ◀ **Increasing the number of 3G pitches** – as there is a shortfall of full size floodlit 3G pitches in RBWM and use of sand AGPs for football training there is a likely impact on the future sustainability of these AGPs as some football demand will be expected to transfer onto 3G pitches as more are provided.
- ◀ **Converting pitches to 3G** – four of the six available pitches are used by community clubs. The pitch at Charters Leisure Centre is floodlit and exclusively used midweek by Ascot United FC to accommodate football training demand. This considered, it is the most feasible to convert to 3G given that it is already significantly used by football teams and not for hockey. Converting this pitch to 3G would not impact on hockey and would be in keeping with demand of key community users at Charters Leisure Centre, though the surface was only relaid in 2013.

### Recommendations – hockey

- ◀ Retain a sufficient number (at least three) of full sized hockey suitable pitches to accommodate current and future demand.
- ◀ Ensure that the quality of pitches is sustained or improved in order to retain and sufficiently cater for hockey usage, particularly at Altwood Church of England School and The Windsor Boys School.
- ◀ Work with Maidenhead HC to address access issues at Altwood Church of England School.
- ◀ Support Maidenhead HC to develop a more integrated club environment in order to accommodate matches, training and social facilities with bar provision, possibly through the development of a new club site.
- ◀ Ensure sufficient access to Braywick Park at weekends and increase access for Maidenhead HC where possible given the restricted operating weekend operating hours.
- ◀ Encourage providers to put sinking funds (formed by periodically setting aside money over time ready for surface replacement when required) in place to maintain AGP pitch quality in the long term.
- ◀ BBFA and England Hockey should work together to identify the feasibility of converting Charters Leisure Centre sand AGP in order to achieve a sustainable balance between meeting demand for 3G and sand based provision.

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<sup>10</sup> This is based on teams playing a home and away format and that a floodlit AGP can accommodate four matches on a Saturday. It also assumes that the pitch has the full number of hours available in the peak period on Saturday, which is not the case at all sites, for example, Braywick Park.

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

## 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.

NPPF paragraph 74 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 within the last five years (lapsed) or longer (disused).

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 a requirement for playing field land to accommodate more pitches to meet the identified shortfalls.

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

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***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.

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 their Playing Fields Policy

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.

Policy Exception E1:

'A carefully quantified and documented assessment of current and future needs has demonstrated to the satisfaction of Sport England that there is an excess of playing field provision in the catchment, and the site has no special significance to the interests of sport'.

Where the PPS cannot demonstrate 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.

Policy Exception E4:

'The playing field or fields to be lost as a result of the proposed development would be replaced, prior to the commencement of development, by a new playing field site or sites:

- ◀ of equivalent or better quality and
- ◀ of equivalent or greater quantity;
- ◀ in a suitable location and
- ◀ subject to equivalent or better management arrangements.

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. Academies also need consent to any leases or disposals under their Funding Agreement.

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 NPPF, Local Plan Policy and Sport England policy. Indeed, applicants

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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.

### **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 RBWM for competitive play, for football, rugby union and cricket. 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, particularly academies 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/accessing-schools/>

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)<sup>11</sup>. 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 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 RBWM 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 takes into account 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.

*Recommended criteria for lease of sport sites to clubs/organisations*

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<sup>11</sup> <http://www.cascinfo.co.uk/cascbenefits>

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

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 Borough 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.

## ***Royal Borough of Windsor and Maidenhead – Community Right to Bid policy***

The Localism Act 2011 introduces a new Community Right to Bid (CRTB). CRTB will give communities a right to identify a building or other land that they believe to be of importance to their community's social well-being. If such an asset or piece of land comes up for sale, the community will be given a fair chance to make a bid to buy it on the open market. The right will include private assets such as the local pub or village shop as well as assets owned and managed by the council. To the extent that they meet the definition it will also include premises owned by other public bodies.

RBWM aim to actively engage local residents to ensure that they are aware of the right its potential benefits and the associated responsibilities. The Council is committed to empowering local communities and will ensure that local community groups are fully informed and receive all necessary support. In line with the requirements of the legislation, the responsibility for identifying land or property that communities value and would wish to

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

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take into community ownership, rests with the communities themselves and it is local community groups who will need to bring forward nominations.

The Community Right to Bid Policy is separate from the council's planning policy process, but it will reinforce existing planning policies by reinforcing the power of local communities to protect assets that local people value.

### **Recommendation c – Maximise community use of education sites where there is a need to do so**

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 RBWM pricing policies at facilities can be barrier to access at some of the education sites but physical access and resistance from schools, especially academies, to open up provision is also an issue.

A large number of sporting facilities are located on education sites and making these available to sports clubs can offer significant benefits to both the school/college and the local clubs. The Council and other key partners (NGB's, Club and leagues) must work with schools and colleges to develop an understanding of the issues that restrict or affect community access. Support should be provided, where appropriate, to address underlying problems. Consideration should be given to a centralised booking system for community use of schools and colleges to minimise administration and make access easier for the users.

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:

Community use: <http://www.sportengland.org/facilities-planning/accessing-schools/>  
Use our schools toolkit: <http://www.sportengland.org/facilities-planning/use-our-school/>

**It is recommended that a working group, led by a partner from the education sector but supported by a range of other sectors including sport and leisure is established to implement the strategic direction in relation to the increased/better use of school facilities.** Broadly speaking, its role should be to:

- ◀ To better understand current community use, practices and issues by 'auditing' schools.
- ◀ Ensure community use agreements are upheld
- ◀ Identify and pilot one school/club formal community use agreement with a view to rolling out the model across the area.
- ◀ Ensure that funding to improve the quality of the facilities is identified and secured.
- ◀ As part of any agreement secure a management arrangement for community access, which does not rely on existing school staff structures.
- ◀ Ensure that pitch provision at schools is sufficient in quality and quantity to be able to deliver its curriculum. Once this has been achieved provision could contribute to overcoming deficiencies in the area.



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There are a number of academies, private education and college facilities within RBWM, which the Council has no control over the running of, it is important to understand the significance of such sites and attempt to work with education where there are opportunities for community use. In addition, the relevant NGB has a role to play in supporting RBWM to deliver the strategy and communicating with education where necessary to address shortfalls in provision.

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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, including for example, addressing overplay and improving maintenance. These are explored in more detail below.

#### ***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 RBWM, for example, some good quality sites have poor quality elements i.e. changing rooms or a specific pitch.

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.

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

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.

In order to prioritise investment into key sites **it is recommended that the steering group works up a list of criteria, relevant to the Area, to provide a steer on future investment.**

For improvement/replacement of AGPs refer to Sport England and the NGBs 'Selecting the Right Artificial Surface for Hockey, Football, 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/](http://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	No. of matches		
		Good quality	Standard quality	Poor quality
Football	Adult pitches	3 per week	2 per week	1 per week
	Youth pitches	4 per week	2 per week	1 per week
	Mini pitches	6 per week	4 per week	2 per week
Rugby union*	Natural Inadequate (D0)	2 per week	1.5 per week	0.5 per week
	Natural Adequate (D1)	3 per week	2 per week	1.5 per week
	Pipe Drained (D2)	3.25 per week	2.5 per week	1.75 per week
	Pipe and Slit Drained (D3)	3.5 per week	3 per week	2 per week
Rugby league	Senior	3 per week	2 per week	1 per week
Cricket	One grass wicket	5 per season	N/A	N/A
	One synthetic wicket	60 per season		

\* Please note that 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.

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## PLAYING PITCH STRATEGY

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There are also a number of sites that are poor quality but are not overplayed. These are a mix of local authority and education sites, such as Furze Platt School. 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 Groundsmanship (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.

The contract to deliver the maintenance programme for RBWM, include the whole area up to the perimeter of the playing field. A general standard of grass maintenance is specified. However, certain areas will be used for different sports and the maintenance of these areas shall conform to the specification for the individual sports. Where a playing field is used for both summer and winter sports, then from the beginning of March until the end of October the playing field shall be cut at the frequency for summer sports. The summer sports grass cutting frequency shall take precedence over any other grass cutting frequency that may be scheduled.

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 Berkshire FA to fully determine the most appropriate pitch improvements on a site by site basis.

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.

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### **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 6: 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.

Please refer to Appendix Three for further funding information which includes details of the current opportunities, likely funding requirements and indicative project costs.

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

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## PLAYING PITCH STRATEGY

### AIM 3

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

#### 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 RBWM 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.

Maximising the use of existing pitches offers scope to address the quantitative deficiencies for most sports, whilst improving and sustaining quality of existing wickets is required to continue to meet the levels of demand identified for cricket and the level of future demand.

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	Demand for adult football is likely to be sustained with the FA focusing on retention. There is also likely to be some continued movement towards small sided football for adults as well as mid-week 11 aside matches and hub sites for mini and youth football.	Additional need for 3G pitches. Qualitative improvements to national league stadia facilities to sustain clubs at that level.
	Demand for mini and youth football is likely to increase based on TGRs and The FA has a key objective to deliver 50% of mini and youth football on 3G AGP's.	Where possible utilise new or existing 3G pitches to accommodate this demand.
3G pitches	Demand for 3G pitches for football is high and will continue to increase. It is likely that future demand for the use of 3G pitches, especially for training, will increase. Provision of 3G pitches which are World Rugby compliant will help to reduce overplay as a result of training on rugby pitches.	Requirement for new 3G pitches to be provided and a need for community use agreements to be in place for any new pitches as well as sinking funds. Utilise Sport England/NGB guidance on choosing the correct surface: <a href="http://www.sportengland.org/media/30651/Selecting-the-right-artificial-surface-Rev2-2010.pdf">http://www.sportengland.org/media/30651/Selecting-the-right-artificial-surface-Rev2-2010.pdf</a>
Cricket	Overall there is a sufficient supply of cricket pitches to cater for demand from clubs within RBWM at peak time, however; current provision is insufficient to accommodate any increases at peak time.	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 in RBWM 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.
Hockey	Potential increase of participation particularly junior teams.	Sinking funds in place to improve quality and ensure continued use of provision for current and future hockey demand.

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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 RBWM 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.

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

## 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 Borough-wide context i.e. they accommodate the majority of demand or the recommended action has the greatest impact on addressing shortfalls identified either on a sport by sport basis or across the Borough as a whole.

#### *Recommended tiered site criteria*

<b>Hub sites</b>	<b>Key centres</b>	<b>Local sites</b>
Strategically located. Priority sites for NGB.	Strategically located within the analysis area.	Serves the local community. Likely to include education sites.
Accommodates three or more good quality grass pitches. Including provision of at least one AGP.	Accommodates two or more good quality grass pitches.	Accommodates more than one pitch.
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.
Maintenance regime aligns with NGB guidelines.	Maintenance regime aligns with NGB guidelines.	Standard maintenance regime either by the club or in house maintenance contract.
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).

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**Hub sites** are of Borough wide importance where users are willing to travel to access the range and high quality of facilities offered and are likely to be multi sport. These have been identified on the basis of high impact on addressing the issues identified in the assessment.

The financial, social and sporting benefits which can be achieved through development of strategic sites (also known as hub sites) are significant. Sport England provides further guidance on the development of community sports hubs at:

[http://www.sportengland.org/facilities\\_planning/planning\\_tools\\_and\\_guidance/sports\\_hubs.aspx](http://www.sportengland.org/facilities_planning/planning_tools_and_guidance/sports_hubs.aspx)

**Where development of Hub sites includes provision of 3G pitches for football it is recommended that further modelling/feasibility work is carried out to ensure sustainability of new 3G pitches to accommodate competitive fixtures.** However, as a priority consultation should be carried out with leagues/clubs to gauge acceptance/buy in of moving competitive play to 3G pitches in the future.

**Key centres** 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.

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## PLAYING PITCH STRATEGY

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- ◀ Options to assist community groups to gain funding to enhance existing provision.
- ◀ Negotiation with landowners to increase access to private strategic sites.
- ◀ 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.

#### **Site hierarchy tier and priority level**

Although Strategic Sites are mostly likely to have a **high** priority level as they have Borough 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 analysis area importance and have been identified on the basis of the impact that the site will have on addressing the issues identified in the assessment.

**Low** priority sites are club or education sites with 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:

(L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above. These are based on Sport England's estimated facility costs which can be found at [www.sportengland.org/media/198443/facility-costs-4q13.pdf](http://www.sportengland.org/media/198443/facility-costs-4q13.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: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

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## *Aim*

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



# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

## ASCOT AND SUNNINGS ANALYSIS AREA

### Football

Summary of pitches required to meet current and future demand

Pitch type	Actual spare capacity <sup>12</sup>	Demand (match equivalent sessions)					
		Overplay	Unmet demand	Displaced demand	Current total	Future demand	Total
Adult	-	1	-	2.5	3.5	-	3.5
Youth 11v11	-	-	-	6	6	-	6
Youth 9v9	-	-	-	4	4	-	4
Mini 7v7	-	-	1.5	-	1.5	-	1.5
Mini 5v5	-	-	1.5	-	1.5	-	1.5
<b>Total</b>	-	<b>1</b>	<b>3</b>	<b>12.5</b>	<b>16.5</b>	-	<b>16.5</b>

- There is a current shortfall at all pitch formats both at present and in the future.
- Overplay is present on adult pitches at South Ascot Recreation Ground and Victory Field.
- There are 18 youth teams (u11s-u16s) playing on adult pitches, none of which are at Council managed sites.

### Recommendations

- Consider new pitch provision to better accommodate demand given the limited supply available in the area.
- Protect community use at Charters School as a key provider of pitches in the area accommodating 15 teams.
- Protect existing pitch supply and ensure appropriate maintenance regimes.
- Improve pitch quality in order to alleviate overplay, reduce shortfalls and provide potential spare capacity. Improving quality at Victory Field and South Ascot Recreation Ground to good would increase subsequent capacity and eliminate all overplay in the Area.
- Transfer youth 11v11 teams from adult pitches onto youth 11v11 pitches. Use resultant spare capacity on adult pitches to create and build future capacity on youth pitches.
- Increase the number of full sized 3G pitches in the area and seek certification for competitive play. Seek to increase use of future 3G pitches for competitive match play in order to help reduce overplay and shortfalls on grass pitches, particularly for adult teams and youth 11v11 teams currently using adult pitches.
- Consider feasibility for conversion of the sand based surface at Charters Leisure Centre which is heavily used for football and not by hockey clubs.

### 3G pitches

- There is currently one small sized (60x40m) floodlit 3G pitch at Charters Leisure Centre.
- Based on 77 teams in the Analysis Area there is training demand for at least two full sized 3G pitches.
- Moving all 5v5 and 7v7 match play on to 3G pitches results in the need for three full sized 3G pitches.

<sup>12</sup> In match equivalent sessions

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## PLAYING PITCH STRATEGY

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### *Recommendations*

- ◀ Seek potential sites to increase 3G provision, such as the proposed pitch in the Dedworth area.
- ◀ Given a shortfall of 3G pitches, BBFA and England Hockey should work together to identify the feasibility of converting Charters Leisure Centre from sand to 3G in the future.

### **Cricket**

- ◀ There are four natural turf squares, of which, only Royal Ascot Cricket Club has community use.
- ◀ There are two squares at Papplewick School and one at Sunningdale School which are not available and are reserved for school use.
- ◀ Royal Ascot Cricket club is rated as good quality and has capacity of 14 matches per season though this is not available at peak time. The Club has two teams displaced, playing at Locks Ride Recreation Ground in Winkfield (Bracknell). Exported demand equates to 20 matches per season and one match session required at peak time.

### *Recommendations*

- ◀ Investigate the feasibility of creating a second pitch at Royal Ascot Cricket Club to accommodate exported demand and allow for potential growth of the junior section which already has 14 teams.

### **Rugby union**

- ◀ There are two senior pitches, one of which at Charters Leisure Centre is available for community use. The other at Papplewick School is unavailable and acts as a dual use pitch to accommodate football.
- ◀ There is no club demand in the Analysis Area.

### *Recommendations*

- ◀ Improve pitch quality at Charters School to provide greater capacity through improved maintenance regimes.
- ◀ Continue to develop rugby union at both schools in order to generate demand in the area.

### **Hockey**

- ◀ Charters Leisure Centre AGP is available for community use but has no regular hockey usage and is heavily used for football training. It was resurfaced in 2013 and is of standard quality.
- ◀ The two AGPs at St Mary's School Ascot are not available for community use due to school policy.

### *Recommendations*

- ◀ BBFA and England Hockey should work together to identify the feasibility of converting Charters Leisure Centre from sand to 3G in the future.

**THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD  
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>13</sup>	Cost <sup>14</sup>	Aim
9	Charters Leisure Centre	AGP	Commercial	One floodlit standard quality half size medium Pile 3G pitch built in 2013, available for community use and used to capacity in the peak period. Dual use site as part of Charters School.	Seek FA testing of the 3G pitch and its use for competitive matches. Ensure appropriate sinking funds are in place for surface refurbishment when appropriate.	Commercial BBFA/FA	Key centre	Short/Medium	Low	Protect Enhance
				Standard quality full sized sand filled AGP with floodlighting. Exclusively used throughout the midweek peak period by Ascot United FC for football training. No current usage by hockey.	Consider feasibility of surface conversion to 3G given significance of the site for football in relation to hockey in order to address shortfalls and achieve balance between surface types.	Commercial BBFA/FA EH	Key centre	Medium	High	Protect Enhance
10	Charters School	Football	School	Two good quality adult pitches and three standard quality youth 9v9 pitches used by 15 teams from Ascot United FC in addition to school use. Likely to be overplayed given the extent of use throughout the week.	Maintain and improve pitch quality in order to be able to continue to sustain the current level of community and school use.	School BBFA/FA	Key centre	Short	Low	Protect Enhance
		Rugby union		One poor quality senior pitch which has pipe drainage but is maintained to a basic standard. Currently unused but available for community use.	Improve pitch quality through improved maintenance in order to increase capacity. Maximise school use and continue to develop rugby union participation. Investigate potential for community use to address existing shortfalls, though there is no club demand in the Area.	School RFU		Medium	Low	
36	Hurst Lodge School	Football	Primary School	One youth 9v9 pitch and two mini 7v7 pitches, all of standard quality. No actual spare capacity and used by 10 teams from Berkshire County FC. The Club also has four mini 5v5 teams which play on a coned area as the school doesn't want a pitch marked so close to the main building.	Establish security of use through a formal agreement. Ensure sufficient access to toilet and changing facilities as required. Improve pitch quality through improved maintenance in order to increase capacity.	School BBFA/FA	Local site	Short	Low	Protect Enhance
47	Papplewick School	Rugby union	Independent School	One small sized pitch used to accommodate junior play. Standard quality but unavailable for community use.	Maximise school use and continue to develop rugby union participation. Investigate potential for community use to address existing shortfalls, though there is no club demand in the Area.	School RFU	Local site	Medium	Low	Enhance Provide
		Cricket		Two junior sized pitches with seven wicket and two wicket squares. Standard quality but overplayed by approximately 20 match sessions from significant school use and fixtures.	Maximise school use and continue to develop cricket participation. Explore feasibility of increasing the number of wickets in order to reduce levels of overplay on existing squares.	School BCC/ECB		Medium	Low	
50	Royal Ascot Cricket Club	Cricket	Sports Club	One pitch with 18 good quality wickets used by Royal Ascot Cricket Club. The pitch has no actual spare capacity but the square can accommodate another 14 matches per season.	Ensure appropriate maintenance levels to sustain quality.	Club BCC/ECB	Local site	Short	Low	Enhance

<sup>13</sup> Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

<sup>14</sup> (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

**THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD  
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>13</sup>	Cost <sup>14</sup>	Aim
53	South Ascot Recreation Ground	Football	Parish Council	One standard quality adult pitch overplayed by 0.5 match sessions per week. Used for both junior and adult football by three different clubs.	Improve pitch quality through improved maintenance in order to increase capacity and alleviate the current level of overplay.	Parish Council	Local site	Short	Low	Enhance
57	St Marys School Ascot	AGP	Independent School	Two full sized sand filled AGPs with floodlighting. Not available for community use. Used by the school throughout the week and for matches on Saturday mornings. One pitch was built in 2004 and a second added in 2013.	Consider options for replacement of one surface which is now over ten years old. Ensure appropriate sinking funds are in place for surface refurbishment when appropriate. Explore potential to access for community users.	School EH BBFA/FA	Local site	Short/ Medium	High	Enhance Provide
61	Sunningdale School	Cricket	Independent School	One standard quality ten wicket square which is not available for community use. Used exclusively by the school with spare capacity for further play.	Maximise school use and continue to develop cricket participation. Explore potential to access for community users.	School BCC/ECB	Local site	Medium	Low	Enhance Provide
68	Victory Field	Football	Parish Council	Standard quality adult pitch overplayed by 0.5 match sessions per week. Used for youth 11v11 football by five teams from Ascot united FC	Improve pitch quality through improved maintenance in order to increase capacity and alleviate the current level of overplay. Consider changing pitch format given it only accommodates youth 11v11 football.	Parish Council BBFA/FA	Local site	Short	Low	Enhance
87	Racecourse Ground	Football	Racecourse Authority Sports Club	One adult pitch, two mini 7v7 and two mini 5v5 pitches, all of which are assessed as good quality. No actual spare capacity at any pitch format. Adult pitch is subject to Step 5 ground grading requirements and is played to capacity. Home to Ascot United FC and accommodates 38 various junior and adult teams.	Maintain and improve pitch quality in order to be able to continue to sustain the current level of community use. Determine potential for increased use of 3G pitches to accommodate competitive play given the high level of demand onsite. Seek to develop the site to meet Step 4 ground grading requirements should Ascot United FC express future desire for promotion.	Sports Club BBFA/FA	Key centre	Medium	Low	Protect Enhance

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# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

## MAIDENHEAD ANALYSIS AREA

### Football

Summary of pitches required to meet current and future demand

Pitch type	Actual spare capacity <sup>15</sup>	Demand (match equivalent sessions)					
		Overplay	Unmet demand	Displaced demand	Current total	Future demand	Total
Adult	3.5	3	-	-	0.5	0.5	-
Youth 11v11	-	-	-	0.5	0.5	-	0.5
Youth 9v9	1	0.5	-	0.5	-	-	-
Mini 7v7	3	-	-	1	2	-	2
Mini 5v5	2	-	-	1.5	0.5	1	0.5
<b>Total</b>	<b>9.5</b>	<b>3.5</b>	<b>-</b>	<b>3.5</b>	<b>2.5</b>	<b>1.5</b>	<b>1</b>

- There is a current and future minor shortfall of youth 11v11 matches in order to accommodate displaced demand. Further to this a minor future shortfall of mini 5v5 matches.
- Overplay is currently present on adult at Summerleaze Park and Holyport FC as well as youth 9v9 pitches at Cox Green Leisure Centre.
- There are 23 youth teams (u11s-u16s) playing on adult pitches, none of which are at Council managed sites.

### Recommendations

- Remove overmarked pitches at Alfred Major Recreation Ground and transfer use to exclusive pitches or certified 3G pitches.
- Improve pitch quality in order to alleviate overplay and build future spare capacity.
- Utilise existing spare capacity to cater for displaced and future demand, especially at Braywick Park and Desborough Park which have capacity at peak time.
- Seek to increase usage of certified 3G pitches for match play in order to create spare capacity on grass pitches to address shortfalls given that all certified 3G pitches are located in the Area.

### 3G pitches

- There are four full sized 3G pitches in the Maidenhead Area, supported by a further three smaller sized pitches. All are FA or FIFA certified, though none are regularly used by teams for competitive matches.
- The pitch at Braywick Park/Maidenhead RFC is dual certified by both FIFA and World Rugby for competitive use. It is well used for rugby union matches and training.
- The full sized pitch at Bisham Abbey Sports Centre is not floodlit which limits availability to accommodate midweek training in the evenings. However, it is often used by elite teams as a performance training facility.
- Based on 80 teams in the Analysis Area there is training demand for at least two full sized 3G pitches. This is currently being met by existing supply but subject to added demand from teams in other Analysis Areas which have shortfalls in 3G pitch provision.

<sup>15</sup> In match equivalent sessions

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## PLAYING PITCH STRATEGY

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- ◀ Moving all 5v5 and 7v7 match play on to 3G pitches results in the need for two full sized 3G pitches.

### Recommendations

- ◀ Explore opportunity to install floodlighting on the pitch at Bisham Abbey National Sports Centre to increase capacity available within peak periods.
- ◀ Increase use of certified 3G pitches for match play in order to alleviate use of grass pitches where appropriate, notably where pitches are overplayed. Work to increase acceptance and buy in from local leagues.
- ◀ Encourage providers to put sinking funds in place for eventual refurbishment.

### Cricket

- ◀ There are 21 grass wicket squares, of which there are 17 available for community use.
- ◀ Six of the eight non-turf pitches in the Area are accommodated on natural turf squares. No teams are recorded as regularly playing matches on NTPs.
- ◀ Overplay of 20 matches per season is evident at Pinkneys Green Cricket Club, whilst White Waltham Cricket Club is overplayed by five matches.
- ◀ Current supply is enough to cater for demand at present but there is insufficient capacity to accommodate any increase in future demand for play at senior peak time.

### Recommendations

- ◀ Maintain and improve pitch quality and standard of maintenance at White Waltham Cricket Club to be able sustain current level of overplay.
- ◀ Explore feasibility of increasing the number of wickets at Pinkneys Green Cricket Club in order to reduce the level of overplay.
- ◀ Explore opportunities for increasing junior play on non-turf pitches.

### Rugby union

- ◀ There are ten senior and 15 mini pitches available for community use. A further 11 pitches are unavailable.
- ◀ Maidenhead RFC has a World Rugby Compliant 3G pitch that is well used and supports the floodlit grass training pitch which is subject to quality issues.
- ◀ Pitches at Braywick Park used by Maidenhead RFC may be under threat as a result of proposed development plans for the site and need to be protected.
- ◀ There are currently no shortfalls of grass rugby union pitches within the Area.

### Recommendations

- ◀ Seek options to secure use of Braywick Park for Maidenhead RFC which may be under threat.
- ◀ Improve pitch quality to provide greater capacity through improved maintenance regimes, remedial work and installation of drainage systems.
- ◀ Maximise use of the 3G pitch at Maidenhead RFC to meet training and match play demand. Utilise spare capacity to further develop participation and accommodate football demand.



# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## PLAYING PITCH STRATEGY

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### Hockey

- ◀ There are three full sized hockey suitable AGPs. Two pitches are water based and one is sand based whilst all have floodlighting.
- ◀ All three pitches are used by hockey teams for either matches, training or both.
- ◀ The pitch at Altwood Church of England School is poor quality and Maidenhead HC reports issues with access to the pitch and toilet facilities due to the installation of an electronic perimeter gate.
- ◀ The Club plays across two venues and has no clubhouse or bar facilities of its own. It has aspirations for a dedicated club site where it can create a more integrated club which strengthens the links between senior and junior sections.
- ◀ Bisham Abbey National Sports Centre is a national performance centre for hockey and is used by the England Hockey national team.
- ◀ The surface at Altwood Church of England School was laid in 2004 and as such is over the recommended ten year lifespan.
- ◀ Bisham Abbey National Sports Centre was recently resurfaced in 2015 and is therefore good quality.

### Recommendations

- ◀ Protect all three hockey suitable surfaces in the Area for continued hockey use.
- ◀ Seek resurfacing of the pitch at Altwood Church of England School with improved access arrangements through a stronger relationship between the school and Club.
- ◀ Alternatively, support the Club in accessing or creating new pitch provision of better quality with accompanying ancillary facilities to create a stronger club environment. Consider options for surface type replacement at Altwood Church of England School should the Club be based elsewhere with capacity there to accommodate to accommodate future growth.
- ◀ Encourage providers to put sinking funds in place to maintain long term quality.

**THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD  
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>16</sup>	Cost <sup>17</sup>	Aim
1	Alfred Major Recreation Ground	Football	Parish Council	One adult pitch with youth 9v9 over marked and one youth 11v11 pitch with mini 5v5 and mini 7v7 pitches over marked. All pitches are rated as standard quality and used by Cookham Dean FC. Not considered able to accommodate further use due to over marking so to protect quality.	Maintain and improve pitch quality in order to be able to continue to sustain the current level of community use. Seek to transfer use to eliminate need for over marking and increase available capacity, either to exclusive grass pitches or 3G.	Parish Council BBFA/FA Club	Local site	Short/ Medium	Low	Enhance
		Cricket		One NTP of standard quality which currently lies unused.	Explore potential for greater use of the NTP, either for social cricket, recreational play or midweek short format or junior matches Maintain and improve pitch quality through sufficient required maintenance.	Parish Council BCC/ECB	Local site	Medium	Low	Enhance
2	Altwood Church of England School	Football	School	Four adult and two youth 9v9 pitches, all of which are poor quality. Used by ten junior teams from Maidenhead Boys & Girls FC in addition to school use. Likely to be overplayed given the extent of use throughout the week.	Improve pitch quality through improved maintenance in order to increase capacity. Establish security of use given the rental arrangement, preferably through a formal agreement. Ensure sufficient access to toilet and changing facilities where required. Seek to transfer use from grass pitches to reduce likely overplay, either to other grass pitches with capacity or 3G.	School BBFA/FA	Hub	Short/ Medium	Low	Protect Enhance
		Cricket		One natural turf wicket of standard quality used for school play and matches.	Maximise school use and continue to develop rugby union participation. Consider potential to increase the number of wickets to support the development of school cricket.	School BCC/ECB		Medium	Low	
		Rugby union		Poor quality senior pitch available for community use but presently only used by the school. Likely to be no capacity available for community use due to reduced capacity and school use.	Improve pitch quality through improved maintenance in order to increase capacity. Maximise school use and continue to develop rugby union participation. Consider feasibility of use as a secondary venue for Maidenhead RFC if required.	School RFU		Medium	Low	

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<sup>16</sup> Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

<sup>17</sup> (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	Partners	Site hierarchy tier	Timescales <sup>16</sup>	Cost <sup>17</sup>	Aim
2	Altwood Church of England School	AGP	Trust	Poor quality water based pitch with floodlights, owned and managed by Maidenhead HC through a subsidiary company. Used by the school during the day but has capacity for greater midweek community use however poor quality has reduced relative attractiveness. Issues regarding access to the pitch and accompanying toilet facilities in the main school building due to an electronic access perimeter fence.	Consider options for replacement of the surface which is now over ten years old. Should the Club choose to relocate with sufficient capacity to accommodate future growth, consider surface type options for replacement. Work to strengthen the relationship between club and school in order to resolve access issues. Seek to maximise use of available capacity midweek. Ensure appropriate sinking funds are in place for surface refurbishment when appropriate.	Club School EH		Short/ Medium	High	
3	Berkshire College of Agriculture	Football	College	Two good quality adult football pitches, well maintained in house by college agriculture students. Available for community use and used by Maidenhead United FC Ladies and Bray FC U18. Otherwise used during the week by the college for match and its football academy. Exhibits spare capacity but likely to be used to capacity during the week so no further use recommended. Lack of weekend access to changing facilities in the main building.	Maintain and improve pitch quality in order to be able to continue to sustain the current level of community use. Seek to gain greater access to changing and toilet facilities where required. Establish security of use given the rental arrangement, preferably through a formal agreement.	College BBFA/FA	Local site	Short	Low	Protect Enhance
		Rugby union		Two standard quality pitches maintained in house by college agriculture students. Used for daily training sessions and matches by the onsite Rugby Academy. RFU also use for coach education. Available for community use but unlikely to have capacity for community use given the level of college use throughout the week.	Improve pitch quality through improved maintenance in order to increase capacity. Maximise college use and continue to develop rugby union participation as part of the college academy programme.	College RFU		Short/ Medium	Low	
4	Bisham Abbey National Sports Centre	Football	Sport England/ Commercial	Two good quality grass pitches well maintained to elite standards, one of which is a Desso hybrid pitch. Use is protected and includes national and international professional teams as well as some play by the onsite FAB Football Academy. Use of mobile goals so pitches are able to remarked as smaller formats if required.	Continue to maintain pitches to meet elite requirements and maximise their use as a performance facility. Maximise academy use and continue to develop elite football as part of the academy programme.	Sport England Commercial BBFA/FA Academy	Hub	Medium	Low	Enhance
		AGP		Good quality water based pitch with floodlighting, recently resurfaced in 2015. Accompanied by two training areas for set piece practice. Used as a national performance facility by England Hockey national team and accommodates around 30 hours of training use each week. Also used on an ad hoc basis by several clubs as an overspill pitch providing they can access capacity amidst EH use.	Continue to maintain the pitch to meet elite requirements and maximise use as a performance facility. Maximise use of spare capacity by local community clubs. Ensure appropriate sinking funds are in place for surface refurbishment when appropriate.	Sport England Commercial EH		Medium/ Long	Low	

**THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD  
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>16</sup>	Cost <sup>17</sup>	Aim
4	Bisham Abbey National Sports Centre	AGP	Sport England/ Commercial	Standard quality full sized pitch with FIFA certification but without floodlighting. Mainly used by national and international professional teams as well as by the onsite FAB Football Academy.	Continue to maintain the pitch to meet elite requirements and meet FIFA certification standards, whilst maximising use as a performance facility. Explore feasibility of floodlighting the pitch to increase hours available during the peak periods. Seek to increase use by community clubs for training and match play. Ensure appropriate sinking funds are in place for surface refurbishment when appropriate.	Sport England Commercial BBFA/FA	Hub	Medium	Low	Enhance
5	Boyne Hill Cricket Club	Cricket	Sports Club	Two standard quality pitches with 11 and nine wicket squares respectively. Can accommodate an additional 33 matches use per season but no spare capacity at peak time.	Improve square quality through improved maintenance, remedial and preparatory work. Maximise use of available capacity to accommodate further play at non-peak times such as Sundays or midweek for junior or short format cricket.	Club BCC/ECB	Key centre	Medium	Low	Protect Enhance
6	Maidenhead RFC	AGP	Sports Club	Floodlit 3G stadia pitch with accompanying seated stand and dugouts. Dual certification by both World Rugby and FIFA for competitive rugby union and football match play. Currently well used by Maidenhead RFC for matches and training but no regular competitive football use, mainly because of clash between the peak periods for adult football and senior rugby union.	Continue to maintain the pitch to meet FIFA and World Rugby certification standards. Maximise use for rugby where possible, especially for training in order to relieve the floodlit grass pitch at Braywick Park which has quality issues. Ensure appropriate sinking funds are in place for surface refurbishment when appropriate.	Club RFU BBFA/FA	Key centre	Medium	Low	Protect Enhance
7	Braywick Park	Rugby union	Council	Three senior grass pitches, one of which is floodlit and used for training as an overspill from the 3G pitch at Maidenhead RFC but is subject to quality issues. All pitches are standard quality, including the additional junior sized pitch and 15 mini rugby pitches of varying age group sizes. Proposed developments for the site threaten the loss of some grass pitches which are currently used to capacity at junior peak time.	Improve pitch quality through improved maintenance in order to increase capacity, particularly the floodlit grass pitch. Maximise use of the 3G pitch at Maidenhead RFC to support use of grass pitches. Seek options to secure use of the site for the Club. However, if loss of grass pitches is inevitable it must meet the requirements of the second criterion of paragraph 74 of NPPF. This requires replacement provision of an equivalent or better quantity and quality in a suitable location. Consider option of incorporating new indoor leisure provision onsite to create an area hub site able to cater for a wide range of sports.	Council Club RFU	Hub	Short/ Medium	Low	Protect Enhance Provide

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**THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD  
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>16</sup>	Cost <sup>17</sup>	Aim
7	Braywick Park	Football	Council	One standard quality adult pitch used by three adult teams from Maidenhead Town FC and Maidenhead Cosmos FC. Actual spare capacity of 0.5 match sessions to accommodate additional play.	Improve pitch quality through improved maintenance in order to increase capacity. Maximise use of spare capacity to address shortfalls in the area. Consider option of incorporating new indoor leisure provision onsite to create an area hub site able to cater for a wide range of sports.	Council BBFA/FA	Hub	Short	Low	Protect Enhance Provide
		AGP		Full sized sand dressed pitch with floodlighting mainly used by Maidenhead HC for matches. Only available until 3pm at weekends due to lack of staffing when the main health and fitness centre closes. Two small sized floodlit 3G pitches mainly used for small sided social lets. All pitches are rated as standard quality.	Continue to maintain the pitches to ensure suitable quality, especially for hockey matches. Seek greater access arrangements at weekends in order create additional capacity of one hockey match, particularly Saturday afternoons. Maximise use of any spare capacity. Ensure appropriate sinking funds are in place for surface refurbishment when appropriate. Consider option of incorporating new indoor leisure provision onsite to create an area hub site able to cater for a wide range of sports.	Council Club EH		Short	Low	
12	Claire's Court Junior Boys	Rugby union	School	Three junior sized pitches of poor quality. Exclusively for school use and not available for use by community clubs.	Improve pitch quality through improved maintenance in order to increase capacity. Maximise school use and continue to develop rugby union participation. Explore potential to establish community use to address existing shortfalls.	School RFU	Local site	Short	Low	Enhance Provide
12	Claire's Court Junior Boys	Cricket	School	Two pitches, each with a four wicket square. Significant school use for matches and displays overplay of 17 matches per season.	Consider potential to increase the number of wickets to alleviate current levels of overplay. Maximise school use and continue to develop cricket participation.	School BCC/ECB	Local site	Short	Low	Enhance
17	Cox Green Leisure Centre	Football	School Commercial	Adult, youth 9v9, mini 7v7 and mini 5v5 pitches all standard quality. Well used by 17 teams from Maidenhead Magpies FC as well as by the school as a dual use facility. The youth 9v9 pitch is overplayed by 0.5 match sessions. Only the adult pitch is available at peak time but is not considered able to accommodate further play and all pitches are likely to be overplayed as a result of weekly school use.	Improve pitch quality through improved maintenance in order to increase capacity and reduce level of overplay. Establish security of use given the rental arrangement, preferably through a formal agreement.	School Commercial BBFA/FA	Hub	Short	Low	Protect Enhance
		AGP		One full sized 3G pitch and one small sized pitch, each with floodlighting. Available for community use but no peak time capacity.	Seek FA testing of the 3G pitches and use for competitive matches. Ensure appropriate sinking funds are in place for surface refurbishment when appropriate.	School Commercial BBFA/FA		Short/ Medium	Low	

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**THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD  
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>16</sup>	Cost <sup>17</sup>	Aim
21	Desborough College	Football	College	Standard quality adult and youth 9v9 pitches which are also used for rugby union. Available and used by two junior teams and one adult team. Capacity available at peak time but likely to be overplayed when considering school use throughout the week.	Improve pitch quality through improved maintenance in order to increase capacity. Establish security of use given the rental arrangement, preferably through a formal agreement.	College BBFA/FA	Local site	Short	Low	Protect Enhance
		Cricket		Standard quality square with two wickets and one NTP. Available for use but currently used exclusively by the school.	Explore opportunities to increase community use to address existing shortfalls. Maximise school use and continue to develop cricket participation.	College BCC/ECB		Short	Low	
		Rugby union		Three poor quality senior pitches which are available for community but presently used only by the college. Maintained by Council subcontractors. Likely to be overplayed given limited capacity and daily school use of pitches.	Improve pitch quality through improved maintenance in order to increase capacity. Explore opportunities to increase community use to address existing shortfalls.	College RFU	Short	Low	Enhance	
22	Desborough Park	Football	Council	Two standard quality adult football pitches used by five adult teams. Peak time capacity of 0.5 match sessions.	Improve pitch quality through improved maintenance in order to increase capacity. Maximise use of spare capacity to address existing shortfalls.	Council BBFA/FA	Local site	Short	Low	Enhance Provide
27	Furze Platt Senior School	Rugby union	School	Two poor quality senior pitches not available for community use to protect quality. The soil has high clay content and drains poorly. The rugby posts get taken down after half term and the pitch is then used as adult and youth 9v9 football pitches.	Improve pitch quality through improved maintenance in order to increase capacity. Explore opportunities to establish community use to address existing shortfalls.	School RFU	Key centre	Short	Low	Protect Enhance
		AGP	School	Full sized 3G pitch with floodlighting. FA certified but not used consistently used for matches by any clubs. No spare capacity during the peak period.	Increase use of certified 3G pitch for match play. Work to increase acceptance and buy in from local leagues. Ensure appropriate sinking funds are in place for surface refurbishment when appropriate.	School BBFA/FA	Key centre	Short	Low	Protect Enhance
28	Gays Lane Field	Football	Parish Council	Poor quality youth 9v9 pitch used to capacity, therefore unable to accommodate further play. Used by two teams from Holyport Memorial FC.	Improve pitch quality through improved maintenance in order to increase capacity.	Parish Council BBFA/FA	Local site	Short	Low	Enhance
32	Holyport Cricket Club	Cricket	Sports Club	Standard quality square with nine wickets. Capacity to accommodate a further 29 matches per season but no peak time availability.	Improve square quality through improved maintenance, remedial and preparatory work. Maximise use of available capacity to accommodate further play at non-peak times such as Sundays or midweek for junior or short format cricket.	Club BCC/ECB	Key centre	Medium	Low	Protect Enhance

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**THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD  
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>16</sup>	Cost <sup>17</sup>	Aim
34	Hurley Cricket Club	Cricket	Sports Club	Good quality square with ten wickets. Capacity to accommodate a further seven matches per season but no peak time availability.	Sustain square quality through required standard of maintenance, remedial and preparatory work. Maximise use of available capacity to accommodate further play at non-peak times such as Sundays or midweek for junior or short format cricket.	Club BCC/ECB	Key centre	Medium	Low	Protect Enhance
35	Hurley Recreation Ground	Football	Parish Council	Poor quality adult pitch used to capacity by two teams yet would be available at peak time if it was able to accommodate more match sessions.	Improve pitch quality through improved maintenance in order to increase capacity. This would be available at peak time to address shortfalls.	Parish Council BBFA/FA	Local site	Short	Low	Enhance
38	Laggan Field	Cricket	Council	Standalone NTP of standard quality, currently unused beyond public use.	Explore potential for greater use of the NTP, either for social cricket, recreational play or midweek short format or junior matches Maintain and improve pitch quality through sufficient required maintenance.	Council BCC/ECB	Local site	Medium	Low	Enhance
39	Littlewick Green Cricket Club	Cricket	Parish Council/ Sports Club	Standard quality square with eight wickets. Subject to subsidence and the Club is of the opinion that the square is close to being rated as poor. Capacity to accommodate a further six matches per season but no peak time availability. No pavilion onsite so players get changed in the village hall which has no umpires changing facility or bar area. Lack of a pavilion prevents the Club from joining the Thames Valley Cricket League.	Explore feasibility for the creation of an onsite pavilion, or alternatively better quality clubhouse facilities. Improve square quality through improved maintenance, remedial and preparatory work. Maximise use of available capacity to accommodate further play at non-peak times such as Sundays or midweek for junior or short format cricket.	Parish Council BCC/ECB	Local site	Medium	Medium	Enhance
40	Maidenhead and Bray Cricket & Hockey Club	Cricket	Trust/ Sports Club	Good quality square with 14 wickets. Capacity to accommodate a further five matches per season but no peak time availability.	Sustain square quality through required standard of maintenance, remedial and preparatory work.	Club BCC/ECB	Key centre	Medium	Low	Protect Enhance
43	Oaken Grove	Football	Council	Two standard quality adult pitches with capacity of 1.5 match sessions available at peak time.	Improve pitch quality through improved maintenance in order to increase capacity. Maximise use of spare capacity to address existing shortfalls.	Council BBFA/FA	Local site	Short	Low	Enhance
45	Odney Cricket Club	Cricket	Sports Club	Standard quality square with ten wickets and an NTP. Capacity to accommodate a further 19 matches per season but no peak time availability.	Improve square quality through improved maintenance, remedial and preparatory work. Maximise use of available capacity to accommodate further play at non-peak times such as Sundays or midweek for junior or short format cricket.	Club BCC/ECB	Key centre	Medium	Low	Protect Enhance

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**THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD  
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>16</sup>	Cost <sup>17</sup>	Aim
48	Pinkneys Green Cricket Club	Cricket	National Trust/ Sports Club	Standard quality square with eight wickets and an NTP. Overplayed by 20 matches per season, partly due to the high number of external lets. Some of the wickets are not usable for senior matches because they are too near to the road. The Club would like to extend the square if possible. Rented annually and no security of tenure.	Improve square quality through improved maintenance, remedial and preparatory work to better sustain current level of use. Explore feasibility of increasing the number of wickets in order to reduce the level of overplay. Establish security of use given the rental arrangement, preferably through a formal agreement.	Club BCC/ECB	Local site	Short/ Medium	Short/ Medium	Protect Enhance Provide
49	Ricketts Field	Cricket	Sports Club	Good quality square with 15 wickets and an NTP. Capacity to accommodate a further 15 matches per season but no peak time availability. Home to Cookham Dean CC.	Sustain square quality through required standard of maintenance, remedial and preparatory work. Transfer junior play onto the NTP where necessary to increase capacity available on the square.	Club BCC/ECB	Local site	Short	Low	Enhance
58	St Piran's School	Rugby union	Independent School	Two senior and four mini pitches which are unavailable for community use. Standard quality pitches which are used exclusively by the school.	Maximise school use and continue to develop rugby union participation. Explore potential to access for community users.	School RFU	Local site	Short	Low	Provide
		Cricket		Two standard quality pitches, each with two wicket squares. Unavailable for use and only accommodate school play. Capacity available for additional use.	Maximise school use and continue to develop cricket participation. Explore potential to access for community users.	School BCC/ECB		Short	Low	
60	Summerleaze Park	Football	Private	One adult and three mini 7v7 pitches, all of which are standard quality. Used by 14 teams from Boyne Hill Boys & Girls FC. The adult pitch is overplayed by 2.5 match sessions, though the mini pitches have capacity of three match sessions at peak time. No changing facilities so have to make use of those which belong to the cricket club. Rented from private ownership therefore no security of tenure.	Improve pitch quality through improved maintenance in order to increase capacity Maximise use of spare capacity to address existing shortfalls. Establish security of use given the rental arrangement, preferably through a formal agreement.	Private Club BBFA/FA	Key centre	Short	Low	Protect Enhance
60	Summerleaze Park	Cricket	Private	Two standard quality pitches with ten and six wicket squares respectively as well as an NTP. Can accommodate an additional 13 matches use per season but no spare capacity at peak time.	Improve square quality through improved maintenance, remedial and preparatory work. Maximise use of available capacity to accommodate further play at non-peak times such as Sundays or midweek for junior or short format cricket.	Club BCC/ECB	Key centre	Short	Low	Protect Enhance
65	The Turnbull Cricket Ground	Cricket	Trust/ Sports club	Standard quality square with ten wickets. Capacity to accommodate a further eight matches per season but no peak time availability.	Improve square quality through improved maintenance, remedial and preparatory work. Maximise use of available capacity to accommodate further play at non-peak times such as Sundays or midweek for junior or short format cricket.	Club BCC/ECB	Local site	Short	Low	Protect Enhance

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**THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD  
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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>16</sup>	Cost <sup>17</sup>	Aim
71	White Waltham Cricket Club	Cricket	Sports Club	Standard quality square with ten wickets. Overplayed by five matches per season. The Club is not able to obtain a lease on the pitch because it is classed as a village facility and must remain publicly accessible but leases the pavilion which its eases concerns about losing the ground.	Improve square quality through improved maintenance, remedial and preparatory work so to be able to sustain current level of overplay. See access to additional squares or NTPs to facilitate the continued growth of the junior section. Establish security of use given the rental arrangement, preferably through a formal agreement.	Club BCC/ECB	Local site	Short/ Medium	Low	Protect Enhance Provide
76	Yeo Memorial Cricket Ground	Cricket	Trust/ Sports club	Standard quality square with eight wickets. Capacity to accommodate a further six matches per season but no peak time availability.	Improve square quality through improved maintenance, remedial and preparatory work. Maximise use of available capacity to accommodate further play at non-peak times such as Sundays or midweek for junior or short format cricket.	Club BCC/ECB	Local site	Short	Low	Enhance Provide
95	Maidenhead United FC (York Road)	Football	Sports Club	Non-league football stadium which is subject to Step 1 ground grading regulations. Temporarily shared with Hayes & Yeading United FC, the increased rental income from which has helped to fund drainage installation work to the good quality pitch over recent seasons. Changing rooms are dated and believed to require improvement in order to meet Grade A requirements should the club achieve promotion.	Seek to improve quality of changing and ancillary provision where required to meet Grade A requirements. Continue to make improvements to pitch quality.	Club BBFA/FA	Key centre	Short	Medium	Protect Enhance
		AGP		Small sized 3G pitch with floodlighting, recently built in 2015. FA certified but not recorded as used regularly by teams for competitive matches. Mainly used for community coaching and to support the work of the club community department.	Increase use of certified 3G pitch for min soccer match play. Work to increase acceptance and buy in from local leagues. Continue to maximise capacity available for club training demand and community coaching to develop engagement and activity within the local community.	Club BBFA/FA		Short	Low	
79	Holyport College	AGP	College	Small sized sand filled AGP rated as standard quality. No floodlighting which limits potential for community use though it is available; consequently it is only used at present by the college.	Seek to increase use community use where possible such as at weekends when floodlighting is not required, whilst ensuring access to toilet facilities as required. Ensure appropriate sinking funds are in place for surface refurbishment when appropriate.	College BBFA/FA EH	Local site	Short	Low	Enhance Provide
80	Maidenhead & Bray CC Jubilee Ground	Cricket	Parish Council/ Sports Club	Standard quality square with five wickets used as a secondary home pitch by Maidenhead & Bray CC. Football pitches marked onto the outfield area. Capacity to accommodate a further five matches per season but no peak time availability.	Improve square quality through improved maintenance, remedial and preparatory work. Maximise use of available capacity to accommodate further play at non-peak times such as Sundays or midweek for junior or short format cricket.	Club BCC/ECB	Local site	Short	Low	Protect Enhance

**THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD  
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>16</sup>	Cost <sup>17</sup>	Aim
80	Maidenhead & Bray CC Jubilee Ground	Football	Parish Council/ Sports Club	Youth 11v11, youth 9v9 and mini 5v5 pitches of standard quality marked onto the outfield area of the cricket pitch. Actual spare capacity of 1 match session per week on mini 5v5 and youth 9v9 pitches. Used by four teams from FC Holyport which rent the pitches.	Improve pitch quality through improved maintenance in order to increase capacity Maximise use of spare capacity to address existing shortfalls. Establish security of use given the rental arrangement, preferably through a formal agreement.	Parish Council Club BBFA/FA	Local site	Short	Low	Protect Enhance
84	All Saints School	Football	School	Poor quality mini 7v7 pitch used by three teams from Maidenhead Warriors FC. Available at peak time but no spare capacity when considering school use.	Improve pitch quality through improved maintenance in order to increase capacity. This would be available at peak time to address shortfalls. Establish security of use given the rental arrangement, preferably through a formal agreement.	School Club BBFA/FA	Local site	Short	Low	Protect Enhance

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY

## WINDSOR ANALYSIS AREA

### Football

Summary of pitches required to meet current and future demand

Pitch type	Actual spare capacity <sup>18</sup>	Demand (match equivalent sessions)					
		Overplay	Unmet demand	Displaced demand	Current total	Future demand	Total
Adult	3.5	4	-	-	0.5	-	0.5
Youth 11v11	-	-	-	0.5	0.5	-	0.5
Youth 9v9	-	0.5	-	-	0.5	-	0.5
Mini 7v7	4	-	-	-	4	-	4
Mini 5v5	6.5	-	-	-	6.5	0.5	6
<b>Total</b>	<b>14</b>	<b>4.5</b>	<b>-</b>	<b>0.5</b>	<b>9</b>	<b>0.5</b>	<b>8.5</b>

- There are minor current and future shortfalls of adult, youth 11v11 and 9v9 pitches, whilst mini 7v7 and 5v5 pitches display capacity for further use.
- Overplay is present on adult pitches at Datchet Recreation Ground, Old Windsor Recreation Ground, Holyport FC and South Meadow Lane Recreation Ground.
- The youth 9v9 pitch at Old Windsor Recreation Ground is also overplayed.
- There are 24 youth teams (u11s-u16s) playing on adult pitches.

#### Recommendations

- Improve pitch quality in order to alleviate overplay, reduce shortfalls and provide potential spare capacity. For example, improving pitch quality to good at South Meadow Lane Recreation Ground, Datchet Recreation Ground and Old Windsor Recreation Ground would eliminate overplay.
- Utilise actual spare capacity at Home Park Public, Imperial Park, Thames Valley Athletics Centre and the York Club in order to address shortfalls and cater for displaced and future demand.
- Transfer youth 11v11 teams from adult pitches on to youth 11v11 pitches. Use resultant spare capacity on adult pitches to create and build future capacity on youth pitches.

### 3G pitches

- There are no 3G pitches of any size in the Windsor Analysis Area.
- There are proposals for creation of a new 60x40m sized 3G pitch with floodlighting in the Dedworth area to support local clubs.
- Based on 84 teams in the Analysis Area there is training demand for at least two full sized 3G pitches.

#### Recommendations

- Seek potential sites to provide 3G pitches including in Dedworth Area.

<sup>18</sup> In match equivalent sessions

# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## PLAYING PITCH STRATEGY

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### Cricket

- ◀ There are 22 grass wicket squares, of which only eight are available for community use.
- ◀ There are four good quality and four standard quality pitches available for community use.
- ◀ There are nine NTPs but only two are available for community use, located at Home Park Public and Wally Gage Memorial Ground.
- ◀ Eton College accounts for a large proportion of the unavailable provision, totalling 13 grass squares and seven NTPs.
- ◀ There are four pitches within the area of Home Park Public used by Windsor CC and Cranbourne CC but only three of them can be used at once because the outfield areas of two pitch pitches overlap.
- ◀ Cranbourne CC identifies the pavilion it uses on the far side of Home Park Public to be an issue. The building is small, has no lighting, no umpires room and no electricity due to cost which means there are no showers.
- ◀ Neither Windsor CC or Cranbourne CC have formal confirmation of tenure at Home Park Public but use is considered to be secure in practice.
- ◀ No sites in the Area are overplayed, however, only the square at the York Club is considered to have spare capacity at peak time because Windsor Great Park CC only plays Sunday friendly matches.
- ◀ Supply is sufficient to meet current and future demand. However, Windsor CC has aspirations to increase the number of teams but did not state at what age groups. Should the club add a fifth senior men's team playing on Saturday afternoons it would require access to or creation of another pitch.

### Recommendations

- ◀ Review quality issues on pitches assessed as standard quality.
- ◀ Explore opportunities for increasing junior play on non-turf pitches.
- ◀ Establish formal security of tenure for clubs playing at Home Park Public.
- ◀ Maximise use of spare peak time capacity at the York Club, possibly as a feasible site to host Windsor CC should it realise aspirations to create a fifth senior men's team which cannot be accommodated at Home Park Public.
- ◀ Improve quality and provision of changing and clubhouse facilities at Home Park Public to better serve the square used by Cranbourne CC.

### Rugby union

- ◀ There are 44 pitches but only 24 are available for community use. Of these, only five are senior sized with a further 19 mini pitches.
- ◀ The 23 pitches at Home Park Public used by Windsor RFC are poor quality. The site was previously visited by an RFU pitch advisor who provided the Club with a summary of the pitches and guidance on how to best improve pitch quality and address quality issues.
- ◀ Windsor RFC is the only club in the area and like the cricket clubs onsite has no formal confirmation of tenure, though in practice it considers long term use to be secure.
- ◀ Much of the unavailable provision is located at Eton College where there are 15 pitches reserved exclusively for use by the school and its Old Boys associations.
- ◀ Windsor RFC has plans to further develop female rugby at the Club but acknowledges the need to provide exclusive sex changing and shower facilities to do so.
- ◀ The Club has existing unmet demand at the mini age group which it cannot accommodate at Home Park Public.



# THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## PLAYING PITCH STRATEGY

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- ◀ The senior pitches at Home Park Public are overplayed by one match session per week. Improvement of pitches at Home Park Public to M1/D1 would increase capacity by two matches on senior pitches; not only eliminating overplay but creating capacity of one match equivalent session.
- ◀ In order to accommodate unmet and future demand at Home Park Public there is a requirement for access to additional pitches, as increased pitch quality is not able to address programming issues and lack of pitch space at peak time. Access to one more senior pitch and one more mini pitch on Sunday mornings is required.

### *Recommendations*

- ◀ Improve pitch quality at Home Park Public to address existing overplay through improved maintenance, in reference to guidance provided by the RFU pitch advisor.
- ◀ Explore potential to mark out additional mini pitches at Home Park Public to accommodate current unmet demand.
- ◀ Explore potential use of additional pitches such as at education sites in order to access greater capacity at peak time which improvements in pitch quality are not able to provide.
- ◀ Establish formal security of tenure for Windsor RFC at Home Park Public and support the Club in further development of female participation and its subsequent ability to provide adequate ancillary facilities for female players and teams.

### **Hockey**

- ◀ There are four full size sand based AGPs although only the pitch at The Windsor Boys School is floodlit. Three pitches are rated as standard quality whilst the pitch at Windsor Girls School is rated as poor.
- ◀ Only The Windsor Boys School and Windsor Girls School are available for community use but the poor quality surface and lack of floodlighting at the latter limits its potential for use, especially midweek.
- ◀ The two unavailable pitches are at Eton College and are used by the school for hockey, including on Saturdays when school matches take place.
- ◀ The surfaces of all four hockey suitable AGPs are over ten years old and therefore due for replacement, particular the pitch at Windsor Girls School which is poor quality.
- ◀ Windsor HC is the only hockey club in the area and plays at The Windsor Boys School. Supply of pitches in the Area is sufficient to cater for both current and future demand for match play and training, whilst all play at Eton College is exclusively accommodated by the two pitches onsite.

### *Recommendations*

- ◀ Consider options for resurfacing at all four sites given the recommended lifespan has been surpassed, particularly Windsor Girls School given quality issues. All should be retained as hockey suitable surfaces given the extent of club use at The Windsor Boys School and school use at both Eton College and Windsor Girls School.
- ◀ Explore potential for installation of floodlighting and improvements to pitch quality at Windsor Girls School to increase available capacity for hockey in the peak period midweek.
- ◀ Encourage providers to put sinking funds in place to maintain long term quality.

**THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD  
PLAYING PITCH STRATEGY**

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>19</sup>	Cost <sup>20</sup>	Aim
11	Churchmead Church of England School	Football	School	Standard quality adult and youth 9v9 pitches. Unavailable for community use due to site management team restructure and inability to manage bookings. Maintained by Datchet Parish Council. Likely to be overplayed given limited capacity and extent of school use.	Improve pitch quality through improved maintenance in order to increase capacity. Explore potential to access for community use.	School BBFA/FA	Local site	Short	Low	Enhance Provide
		Rugby union		Poor quality junior sized pitch. Unavailable for community use due to site management team restructure and inability to manage bookings. Maintained by Datchet Parish Council. Likely to be overplayed given limited capacity and extent of school use.	Improve pitch quality through improved maintenance in order to increase capacity. Explore potential to access for community use.	School RFU	Local site	Short	Low	
15	Clewer Recreation Ground	Football	Council	Standard quality adult and youth 11v11 pitches used by seven adult and youth teams. Peak time capacity available on youth 11v11 pitch amounting to 0.5 match sessions.	Improve pitch quality through improved maintenance in order to increase capacity. Maximise use of spare capacity to address existing shortfalls.	Council BBFA/FA	Local site	Short	Low	Enhance
18	Datchet Recreation Ground	Football	Parish Council	Two poor quality adult pitches used by five adult teams. Overplayed by 0.5 match sessions per week. Only one set of changing rooms in inadequate to serve both pitches when in use on Sunday mornings.	Improve pitch quality through improved maintenance in order to increase capacity and alleviate overplay. Increase number of changing rooms to adequately serve both pitches.	Parish Council	Local site	Short	Low	Enhance
19	Dedworth Manor	Football	Council	Four mini 7v7 and four mini 5v5 pitches all rated as standard quality. Used by 13 mini soccer teams from Windsor FC Youth. Capacity of four mini 5v5 matches and one mini 7v7 match per week available at peak time.	Improve pitch quality through improved maintenance in order to increase capacity. Maximise use of spare capacity to address existing shortfalls.	Council BBFA/FA	Key centre	Short	Low	Protect Enhance
20	Dedworth Middle School	Football	School	Standard quality adult and youth 9v9 pitches unavailable for community use.	Improve pitch quality through improved maintenance in order to increase capacity. Explore potential to access for community use.	School BBFA/FA	Local site	Short	Low	Enhance Provide
23	Eton College	Football	Independent School	Fifteen good quality adult pitches unavailable for community use. Exclusive used by the school and its Old Boys associations. Full time in house groundsman and well maintained.	Sustain and improve pitch quality through required standard of maintenance. Explore potential to access for community use.	School BBFA/FA	Hub	Short	Low	Enhance Provide
		Rugby union		Fifteen good quality senior pitches unavailable for community use. Exclusive used by the school and its Old Boys associations. Full time in house groundsman and well maintained.	Sustain and improve pitch quality through required standard of maintenance. Explore potential to access for community use.	School RFU	Hub	Short	Low	

<sup>19</sup> Timescales: (S) -Short (1-2 years); (M) - Medium (3-5 years); (L) - Long (6+ years).

<sup>20</sup> (L) -Low - less than £50k; (M) -Medium - £50k-£250k; (H) -High £250k and above.

**THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD  
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>19</sup>	Cost <sup>20</sup>	Aim
23	Eton College	Cricket	Independent School	Thirteen good quality pitches unavailable for community use. Exclusive used by the school and its Old Boys associations. Full time in house groundsman and well maintained.	Sustain and improve square quality through required standard of maintenance, remedial and preparatory work. Explore potential to access for community use.	School BCC/ECB	Hub	Short	Low	Enhance Provide
		AGP		Two full sized sand filled AGPs without floodlighting. Both are standard and over ten years old, therefore are due for resurfacing. Exclusive use by the school, notably on Saturday mornings for fixtures.	Consider options for resurfacing at all four sites given the recommended lifespan has been surpassed. BBFA and England Hockey should work together to identify the feasibility of converting sand based pitches that are surplus to requirements for hockey. Encourage providers to put sinking funds in place to maintain long term quality.	School EH	Hub	Short	High	Protect Enhance Provide
	24	Eton Wick Recreation Ground	Football	Town Council	Two standard quality adult pitches also used for mini and youth football by two teams from Eton Wick Juniors FC. Spare capacity of 0.25 matches at peak time but not enough to accommodate additional adult play.	Improve pitch quality through improved maintenance in order to increase capacity Transfer mini and youth play to appropriate pitch formats or 3G pitches where possible in order to create additional capacity for adult use.	Town Council BBFA/FA	Local site	Short	Low
33	Home Park Public	Football	Crown Estate/ Council	Youth 11v11, mini 7v7 and two youth 9v9 pitches, all of standard quality and used by 13 teams from Windsor FC Youth. Peak time spare capacity of 0.5 match sessions and one match session on adult and mini 7v7 pitches respectively. No formal security of tenure.	Improve pitch quality through improved maintenance in order to increase capacity Maximise use of spare capacity to address existing shortfalls. Establish security of use given the rental arrangement, preferably through a formal agreement.	Crown Estate Council	Hub	Short/ Medium	Low	Protect Enhance Provide
		Rugby union		4 senior pitches and 19 mini pitches, none of which are floodlit. Located on a floodplain and subject to extremes of waterlogging and excessive draining. Poor quality pitches which previously received an RFU pitch advisor assessment. Senior pitches are overplayed by one match equivalent whilst there is no spare capacity on mini pitches and a requirement for more. No formal security of tenure.	Improve pitch quality through improved maintenance in order to increase capacity, such as to accommodate future demand for women's matches. Explore potential for use of secondary provision to accommodate unmet and future demand at peak time, such as secondary school pitches. Seek increased use of 3G pitches to accommodate junior training demand such as mini teams doing non-contact training. Establish security of use given the rental arrangement, preferably through a formal agreement.	Crown Estate Council Club RFU		Short/ Medium		

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**THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD  
PLAYING PITCH STRATEGY**

Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>19</sup>	Cost <sup>20</sup>	Aim
33	Home Park Public	Cricket	Crown Estate/ Council	Four good quality squares and one NTP used by Windsor CC and teams from Datchet CC. Only three pitches available to use at any one time as two have overlapping outfield. No formal security of tenure.	Sustain square quality through required standard of maintenance, remedial and preparatory work. Transfer junior play onto the NTP where necessary to increase capacity available on the square. Seek access to secondary sites to access peak time capacity for potential future demand if required. Establish security of use given the rental arrangement, preferably through a formal agreement.	Crown Estate Council Club BCC/ECB	Hub	Short/ Medium	Low	Protect Enhance Provide
				One good quality square with ten wickets used by Cranbourne CC. Issues with pavilion facilities which have no umpires changing, electricity or shower provision. No formal security of tenure.	Establish security of use given the rental arrangement, preferably through a formal agreement.	Crown Estate Council Club BCC/ECB		Short	Low	
37	Imperial Park	Football	Council	Youth 11v11 pitch played to capacity by Windsor FC Youth. Mini 5v5 pitch which has no recorded team use. Both pitches of standard quality.	Improve pitch quality through improved maintenance in order to increase capacity. Maximise use of spare capacity to address existing shortfalls.	Council BBFA/FA	Local site	Short	Low	Enhance
46	Old Windsor Recreation Ground	Football	Parish Council	Two adult, youth 9v9, mini 7v7 and mini 5v5 pitches which are poor quality and receive a basic level of maintenance. Used by 16 teams from Old Windsor FC and Old Windsor Tigers FC. Pitch quality impacted upon by the annual fair. Adult pitches and youth 9v9 pitch are overplayed by 1.5 and 0.5 match sessions respectively. Actual spare capacity of 0.5 mini 5v5 sessions. No access to adequate changing and toilet provision. Footprint of removed climbing play structure is a major cause of pitch quality issues.	Improve pitch quality through improved maintenance in order to increase capacity and reduce levels of overplay. Transfer youth 11v11 play off adult pitches to reduce overplay. Create required changing, shower and toilet provision onsite to accommodate both junior and adult teams.	Parish Council BBFA/FA	Key centre	Short/ Medium	Low/ Medium	Protect Enhance
59	Stag Meadow	Football	Crown Estate/ Sports Club	Step 5 compliant football pitch with floodlighting used by Windsor FC. Standard quality with one match session available on Sunday mornings at peak time. Accompanied by unused mini 7v7 pitch.	Improve pitch quality through improved maintenance in order to increase capacity. Maximise use of spare capacity to address existing shortfalls. Work towards meeting Step 4 ground grading requirements should the Club have ambitions for promotion.	Crown Estate Club BBFA/FA	Local site	Short	Low	Enhance
63	The Green	Cricket	Parish Council/ Sports Club	Standard quality square with ten wickets, home to Wraysbury CC. Capacity to accommodate an additional 14 matches per season but no capacity available at peak time.	Sustain square quality through required standard of maintenance, remedial and preparatory work. Maximise use of available capacity to accommodate further play at non-peak times such as Sundays.	Parish Council Club BCC/ECB	Local site	Short	Low	Enhance

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PLAYING PITCH STRATEGY**

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>19</sup>	Cost <sup>20</sup>	Aim
66	The Windsor Boys School	AGP	School	Standard quality full sized sand based pitch with floodlighting. Available and used by Windsor HC for matches and training. The surface has now reached its ten year recommended lifespan and should be considered for replacement.	Ensure continued access for Windsor HC to meet demand for training and matches. Consider options for resurfacing at all four sites given the recommended lifespan has been surpassed. BBFA and England Hockey should work together to identify the feasibility of converting sand based pitches that are surplus to requirements for hockey. Encourage providers to put sinking funds in place to maintain long term quality.	School EH	Key centre	Short/ Medium	High	Protect Enhance
67	Trevelyan Middle School	Football	School	Two standard quality youth 9v9 pitches available but currently unused by community teams.	Improve pitch quality through improved maintenance in order to increase capacity. Explore potential to access for community use.	School BBFA/FA	Local site	Short	Low	Enhance Provide
		Rugby union		Poor quality senior pitch available for community use but currently unused. At present used only by the school but is likely to be overplayed due to limited capacity.	Improve pitch quality through improved maintenance in order to increase capacity. Explore potential to access for community use.	School RFU	Local site	Short	Low	
69	Wally Gage Memorial Ground	Cricket	Sports Club	Standard quality square with ten wickets, home to Datchet CC. Capacity to accommodate an additional 18 matches per season but no capacity available at peak time.	Sustain square quality through required standard of maintenance, remedial and preparatory work. Maximise use of available capacity to accommodate further play at non-peak times such as Sundays.	Club BCC/ECB	Local site	Short	Low	Enhance
72	Windsor Girls School	AGP	School	Poor quality full sized sand based pitch without floodlighting. Available but limited capacity available in the peak period for midweek use due to lack of lighting. The surface is in excess of its ten year recommended lifespan and should be considered for replacement.	Consider options for resurfacing given the recommended lifespan has been surpassed. Establish feasibility of installing floodlights to increase hours available for community use. BBFA and England Hockey should work together to identify the feasibility of converting sand based pitches that are surplus to requirements for hockey. Encourage providers to put sinking funds in place to maintain long term quality.	School EH	Local site	Short/ Medium	High	Protect Enhance Provide
74	Wraysbury Football Club	Football	Parish Council	Poor quality adult pitch used by Wraysbury Village FC. Spare capacity of 0.5 match session available at peak time.	Improve pitch quality through improved maintenance in order to increase capacity. Maximise use of spare capacity to address existing shortfalls.	Parish Council	Local site	Short	Low	Enhance



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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>19</sup>	Cost <sup>20</sup>	Aim
78	St Peters Church of England School	Football	School	Youth 9v9 and two mini 7v7 pitches of standard quality. Not available for community use and used exclusively by the school throughout the week, therefore likely to be overplayed.	Improve pitch quality through improved maintenance in order to increase capacity. Explore potential to access for community use.	School BBFA/FA	Local site	Short	Low	Enhance Provide
81	The Windsor Boys School (Stovell Road)	Rugby Union/ Football	School	Three poor quality senior pitches which are unavailable for community use. Dual use pitches which are also used for football and are likely to be overplayed as a result of daily school use.	Improve pitch quality through improved maintenance in order to increase capacity. Explore potential to access for community use.	School BBFA/FA RFU	Local site	Short	Low	Enhance Provide
		Cricket		Good quality nine wicket square unavailable for community use, situated between the other grass pitches marked on the outfield area. Capacity for further use.	Sustain square quality through required standard of maintenance, remedial and preparatory work. Explore potential to access for community use.	School BCC/ECB	Local site	Short	Low	
82	Vansittart Recreation Ground	Football	Council	Standard quality mini 7v7 pitch with availability of one match session per week at peak time.	Improve pitch quality through improved maintenance in order to increase capacity. Maximise use of spare capacity to address existing shortfalls.	Council BBFA/FA	Local site	Short	Low	Enhance
83	Holyport FC	Football	Private/ Sports Club	Standard adult pitch used by Holyport FC playing at Step 6. Overplayed by 0.5 matches per week. No onsite changing facilities and have to share those at the neighbouring cricket club which creates issues at the start of the season when there is a clash on Saturday afternoons. No bar area which limits potential for revenue generation.	Improve pitch quality through improved maintenance in order to increase capacity and reduce level of overplay. Create required changing, shower and toilet provision onsite to accommodate both junior and adult teams.	Private Club BBFA/FA	Local site	Short/ Medium	Low/ Medium	Enhance
85	York Club	Football	Crown Estate Sports Club	Standard quality adult pitch used by Windsor Great Park FC. Spare capacity of one match session available at peak time.	Improve pitch quality through improved maintenance in order to increase capacity. Maximise use of spare capacity to address existing shortfalls.	Crown Estate Club BBFA/FA	Local site	Short	Low	Enhance
		Cricket		Standard quality ten wicket square with capacity to accommodate a further 35 matches per season. The pitch is available for further use at peak time as Windsor Great Park CC on ly plays friendly matches on Sundays.	Improve pitch quality through improved maintenance in order to increase capacity. Maximise use of spare capacity to address existing shortfalls.	Crown Estate Club BCC/ECB	Local site	Short	Low	Enhance
86	Garrison Sports Ground	Football	MOD	Standard quality adult pitch unavailable for community use and reserved exclusively for military use.	Improve pitch quality through improved maintenance in order to increase capacity. Explore potential to access for community use.	MOD BBFA/FA	Local site	Short	Low	Enhance Provide
		Rugby Union		Poor quality senior pitch unavailable for community use and reserved exclusively for military use.	Improve pitch quality through improved maintenance in order to increase capacity. Explore potential to access for community use.	MOD RFU	Local site	Short	Low	

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Site ID	Site	Sport	Management	Current status	Recommended actions	Partners	Site hierarchy tier	Timescales <sup>19</sup>	Cost <sup>20</sup>	Aim
89	South Meadow Lane Recreation Ground	Football	Town Council	Poor quality adult pitch used by Windsor FC and Windsor FC Youth. Overplayed by two match sessions per week.	Improve pitch quality through improved maintenance in order to increase capacity and reduce level of overplay.	Town Council BBFA/FA	Local site	Short	Low	Enhance
90	Alexander First School	Football	School	Standard quality mini 7v7 pitch used by one team from Windsor Royals Youth. Rented and not considered to have spare capacity due to insecurity of tenure.	Improve pitch quality through improved maintenance in order to increase capacity. Establish security of use given the rental arrangement, preferably through a formal agreement.	School Club BBFA/FA	Local site	Short	Low	Protect Enhance Provide
91	Thames Valley Athletics Centre	Football	Commercial	Standard quality adult pitch used by Hayes & Yeading United FC U18 which imports demand. This is a temporary arrangement whilst the Club builds a new stadium and sports facilities in Hillingdon.	Improve pitch quality through improved maintenance in order to increase capacity. Maximise use of spare capacity to address existing shortfalls.	Commercial Club BBFA/FA	Local site	Short	Low	Enhance
NEW	Dedworth Area 3G Pitch	AGP	Council	Proposed 60x40m 3G pitch with floodlighting. To be delivered dependant on adoption of the PPS.	Seek FA testing of the proposed new 3G pitch. Establish use of certified 3G pitch for match play in order to address current shortfalls. Work to increase acceptance and buy in from local leagues. Explore potential for rugby union use such as mini team training to alleviate use of grass pitches. Ensure appropriate sinking funds are in place for surface refurbishment when appropriate.	Council BBFA/FA RFU	Key centre	Medium	High	Enhance Provide

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# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

## PLAYING PITCH STRATEGY & ACTION PLAN

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### **PART 7: KEEP THE STRATEGY ROBUST AND UP TO DATE**

#### ***Delivery***

The Playing Pitch Strategy seeks to provide guidance for maintenance/management decisions and investment made across RBWM. 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 RBWM 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 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. Key uses for the PPS include evidence for supporting funding bids, guidance to inform planning decisions and planning applications and decision making for capital investment.

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. It is possible that in the interim between annual reviews the steering group could operate as a 'virtual' group; prepared to comment on suggestions and updates electronically when relevant.

## ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY & ACTION PLAN

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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.

Furthermore, the process of refreshing the PPS would be much less resource intensive if changes and updates have been made throughout the five years. If there are no updates to the document within the period the nature of the supply and in particular the demand for playing pitches is likely to have changed. 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).

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Alongside the regular steering group meetings it is recommended that RBWM Council holds annual sport specific meetings with the pitch sport NGBs and other relevant organisations. These meetings should 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. Things to consider include formation of new teams or loss of teams, any new formats of the sports that would impact on facilities, changes in quality or creation of new facilities.

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 or other private sites in the future. Updating the action plans will make the task of updating the PPS much easier.

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, 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.

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY & ACTION PLAN

## 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
<b>Step 9: Apply &amp; deliver the strategy</b>		
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?		
<b>Step 10: Keep the strategy robust &amp; up to date</b>		
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?		

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY & ACTION PLAN

## APPENDIX ONE: 3G PITCH SCENARIO

### *Moving match play to 3G pitches*

Improving pitch quality is one way to increase the capacity at sites but given the cost of doing such work and the continued maintenance required (and associated costs) alternatives 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 AGPs for competitive matches which is supported by the FA, particularly for mini football. No teams in RBWM are currently recorded as playing fixtures on 3G pitches even though four pitches have been tested and have attained either FA or FIFA certification. In order for competitive matches to be played on 3G pitches the pitch must now be FA tested and approved (to either FA or FIFA standard) and it will then appear of the FA Pitch Register: <http://3g.thefa.me.uk/?countyfa=Berks%20%26%20Bucks>

The table below tests a scenario if all 5v5 and 7v7 football is moved to 3G pitches. A programme of play has been created based on the current peak time (Saturday AM) in RBWM.

*Table: Moving all mini matches to 3G pitches*

Time	AGP	Total games/teams
9.30am – 10.30am	4 x 5v5	4/8
10.30am – 11.30am	2 x 7v7	2/4
11.30am – 12.30pm	2 x 7v7	2/4
12.30pm – 1.30pm	2 x 7v7	2/4

There are currently 37 mini 5v5 teams which would require 4.64 (rounded to five) 3G pitches and 51 mini 7v7 teams which would require 4.24 3G pitches (rounded to five). Based on the above programming and separate start times for 5v5 and 7v7 matches, the overall need is for five full sized 3G pitches to accommodate all mini football demand within the Borough, whilst also leaving some spare capacity (0.75 of a pitch) for growth. The table below tests a scenario if all mini teams were to stay playing within their respective analysis areas.

*Table: Moving mini matches to 3G pitches in each analysis area*

Analysis area	5v5 teams	3G requirement	7v7 teams	3G requirement
Ascot and the Sunnings	19	2.38	22	1.83
Maidenhead	9	1.13	13	1.08
Windsor	9	1.13	16	1.33
<b>Borough</b>	<b>37</b>	<b>4.625</b>	<b>51</b>	<b>4.25</b>



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## APPENDIX TWO: STRATEGIC CONTEXT

The recommendations within this Strategy have been developed via the combination of information gathered during consultation, site visits and analysis. They reflect key areas to be addressed over its lifetime. However, implementation must be considered in the context of financial implications and the need for some proposals to also meet planning considerations.

### **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

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- ◀ Social & Community Development
- ◀ Economic Development

### ***National Planning Policy Framework***

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

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

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

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

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

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

### ***The FA National Game Strategy (2015 – 2019)***

The Football Association's (FA) National Game Strategy provides a strategic framework that sets out key priorities, expenditure proposals and targets for the national game (i.e., football) over a four year period. The main issues facing grassroots football are identified as:

- ◀ Sustain and Increase Participation.
- ◀ Ensure access to education sites to accommodate the game.
- ◀ Help players to be the best that they can be and provide opportunities for them to progress from grassroots to elite.
- ◀ Recruit, retain and develop a network of qualified referees
- ◀ Support clubs, leagues and other competition providers to develop a safe, inclusive and positive football experience for everyone.
- ◀ Support Clubs and Leagues to become sustainable businesses, understanding and serving the needs of players and customers.
- ◀ Improve grass pitches through the pitch improvement programme to improve existing facilities and changing rooms.

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- ◀ Deliver new and improved facilities including new Football Turf Pitches.
- ◀ Work with priority Local Authorities enabling 50% of mini-soccer and youth matched to be played on high quality artificial grass pitches.

## England and Wales Cricket Board (ECB) Cricket Unleashed 5 Year Plan

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 National Facilities Strategy (2013-2017)***

The RFU National Facility Strategy 2013-2017 provides a framework for development of high-quality, well-managed facilities that will help to strengthen member clubs and grow the game in communities around them. In conjunction with partners, this strategy will assist and support clubs and other organisations, so that they can continue to provide quality opportunities for all sections of the community to enjoy the game. It sets out the broad facility needs of the sport and identifies investment priorities to the game and its key partners. It identifies that with 470 grass root clubs and 1500 players there is a continuing need to invest in community club facilities in order to:

## ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY & ACTION PLAN

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- ◀ Create a platform for growth in club rugby participation and membership, especially with a view to exploiting the opportunities afforded by RWC 2015.
- ◀ Ensure the effectiveness and efficiency of rugby clubs, through supporting not only their playing activity but also their capacity to generate revenue through a diverse range of activities and partnerships.

In summary the priorities for investment which have met the needs of the game for the Previous period remain valid:

- ◀ Increase the provision of changing rooms and clubhouses that can sustain concurrent adult and junior male and female activity at clubs
- ◀ Improve the quality and quantity of natural turf pitches and floodlighting
- ◀ Increase the provision of artificial grass pitches that deliver wider game development

It is also a high priority for the RFU to target investment in the following:

- ◀ Upgrade and transform social, community and catering facilities, which can support the generation of additional revenues
- ◀ Facility upgrades, which result in an increase in energy-efficiency, in order to reduce the running costs of clubs
- ◀ Pitch furniture, including rugby posts and pads, pitch side spectator rails and grounds maintenance equipment

### ***England Hockey (EH) - A Nation Where Hockey Matters (2013-2017)***

EH have a clear vision, a powerful philosophy and five core objectives that all those who have a role in advancing Hockey can unite behind. With UK Sport and Sport England's investment, and growing commercial revenues, EH are ambitious about how they can take the sport forward in Olympic cycles and beyond.

*"The vision is for England to be a 'Nation Where Hockey Matters'. A nation where hockey is talked about at dinner tables, playgrounds and public houses, up and down the country. A nation where the sport is on the back pages of our newspapers, where children dream of scoring a goal for England's senior hockey team, and where the performance stirs up emotion amongst the many, not the few"*

England Hockey aspires to deepen the passion of those who play, deliver and follow sport by providing the best possible environments and the best possible experiences. Whilst reaching out to new audiences by making the sport more visible, available and relevant and through the many advocates of hockey.

Underpinning all this is the infrastructure which makes the sport function. EH understand the importance of volunteers, coaches, officials, clubs and facilities. The more inspirational people can be, the more progressive Hockey can be and the more befitting the facilities can be, the more EH will achieve. The core objectives are as follows:

- ◀ Grow our Participation
- ◀ Deliver International Success
- ◀ Increase our Visibility
- ◀ Enhance our Infrastructure
- ◀ Be a strong and respected Governing Body

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England Hockey has a Capital Investment Programme (CIP) that is planned to lever £5.6 million investment into hockey facilities over the next four years, underpinned by £2m million from the National Governing Body. With over 500 pitches due for refurbishment in the next 4-8 years, there will be a large focus placed on these projects through this funding stream. The current level of pitches available for hockey is believed to be sufficient for the medium term needs, however in some areas, pitches may not be in the right places in order to maximize playing opportunities

## ***England Hockey Strategy***

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

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

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.

The three main objectives of the facilities strategy are:

### **1. PROTECT: To conserve the existing hockey provision**

We currently have over 800 pitches that are used by hockey clubs (club, school, universities.) We need 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. There needs to 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.**

The research has identified key areas across the country where there is a lack of suitable Hockey provision and there is a need for additional pitches. 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.

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY & ACTION PLAN

## APPENDIX THREE: FUNDING PLAN

### Funding opportunities

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

Awarding body	Description
Big Lottery Fund <a href="http://www.biglotteryfund.org.uk/">http://www.biglotteryfund.org.uk/</a>	Big invests in community groups and to projects that improve health, education and the environment
Sport England : <ul style="list-style-type: none"> <li>• Improvement Fund</li> <li>• Sportsmatch</li> <li>• Small Grants</li> <li>• Protecting Playing Fields</li> <li>• Inspired Facilities</li> <li>• Strategic Facilities Fund</li> </ul> <a href="http://www.sportengland.org/funding.aspx">http://www.sportengland.org/funding.aspx</a> <a href="http://www.sportengland.org/funding/our-different-funds/strategic-facilities/">http://www.sportengland.org/funding/our-different-funds/strategic-facilities/</a>	Sport England is keen to marry funding with other organisations that provide financial support to create and strengthen the best sports projects. Applicants are encouraged to maximise the levels of other sources of funding, and projects that secure higher levels of partnership funding are more likely to be successful.
Football Foundation <a href="http://www.footballfoundation.org.uk/">http://www.footballfoundation.org.uk/</a>	This trust provides financial help for football at all levels, from national stadia and FA Premier League clubs down to grass-roots local development.
Rugby Football Foundation - The Grant Match Scheme <a href="http://www.rugbyfootballfoundation.org">www.rugbyfootballfoundation.org</a>	The Grant Match Scheme provides easy-to-access grant funding for playing projects that contribute to the recruitment and retention of community rugby players. Grants are available on a 'match funding' 50:50 basis to support a proposed project. Projects eligible for funding include: 1. Pitch Facilities – Playing surface improvement, pitch improvement, rugby posts, floodlights. 2. Club House Facilities – Changing rooms, shower facilities, washroom/lavatory, and measures to facilitate segregation (e.g. women, juniors). 3. Equipment – Large capital equipment, pitch maintenance capital equipment (e.g. mowers).
EU Life Fund <a href="http://ec.europa.eu/environment/funding/intro_en.htm">http://ec.europa.eu/environment/funding/intro_en.htm</a>	LIFE is the EU's financial instrument supporting environmental and nature conservation projects throughout the EU.
EH Capital Investment Programme (CIP)	The CIP fund is for the provision of new pitches and re-surfacing of old AGPs. It forms part of EH's 4 year Whole Sport's Plan.
National Hockey Foundation <a href="http://www.thenationalhockeyfoundation.com/">http://www.thenationalhockeyfoundation.com/</a>	The Foundation primarily makes grants to a wide range of organisations that meet one of our chosen areas of focus: Young people and hockey. Enabling the development of hockey at youth or community level.



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## PLAYING PITCH STRATEGY & ACTION PLAN

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### ***Protecting Playing Fields***

SE launched a funding programme; Protecting Playing Fields (PPF) as part of its Places People Play Olympic legacy mass participation programme and is investing £10 million of National Lottery funding in community sports projects.

The programme is being delivered via five funding rounds (with up to £2 million being awarded to projects in each round). Its focus is on protecting and improving playing fields and developing community sport. It will fund capital projects that create, develop and improve playing fields for sporting and community use and offer long term protection of the site for sport. Projects are likely to involve the construction of new pitches or improvement of existing ones that need levelling or drainage works.

Sport England's 'Inspired Facilities' funding programme will be delivered via funding rounds and where clubs, community and voluntary sector groups and local authorities can apply for grants of between £25k and £150k where there is a proven local need for a facility to be modernised, extended or modified to open up new sporting opportunities.

The programmes three priorities are:

- ◀ Organisations that haven't previously received a Sport England Lottery grant of over £10k.
- ◀ Projects that are the only public sports facility in the local community.
- ◀ Projects that offer local opportunities to people who do not currently play sport.

Besides this scheme providing an important source of funding for potential voluntary and community sector sites, it may also providing opportunities for Council to access this funding particularly in relation to resurfacing the artificial sports surfaces

### ***Strategic Facilities Fund***

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

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

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Key features which applications must demonstrate are:

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

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

The Strategic Facilities Fund will prioritise projects that:

- ◀ Are large-scale capital developments identified as part of a local authority sports facility strategic needs assessment/rationalisation programme and that will drive a significant increase in community sports participation
- ◀ Demonstrate consultation/support from two or more NGBs and delivery against their local priorities
- ◀ Are multi-sport facilities providing opportunities to drive high participant numbers
- ◀ Are a mix of facility provision (indoor and/or outdoor) to encourage regular & sustained use by a large number of people
- ◀ Offer an enhancement, through modernisation, to existing provision and/or new build facilities
- ◀ Have a long-term sustainable business plan attracting public and private investment
- ◀ Show quality in design, but are fit for purpose to serve the community need
- ◀ Have effective and efficient operating models, combined with a commitment to development programmes which will increase participation and provide talent pathways.

Projects will need to demonstrate how the grant will deliver against Sport England's strategic priorities. The funding available is for the development of the capital infrastructure, which can contribute to the costs of new build, modernisation or refurbishment and purchasing of major fixed equipment as part of the facility development.

## **Funder's requirements**

Below is a list of funding requirements that can typically be expected to be provided as part of a funding bid, some of which will fall directly out of the Playing Pitch Strategy:

- ◀ Identify need (i.e., why the Project is needed) and how the Project will address it.
- ◀ Articulate what difference the Project will make.
- ◀ Identify benefits, value for money and/or added value.
- ◀ Provide baseline information (i.e., the current situation).
- ◀ Articulate how the Project is consistent with local, regional and national policy.
- ◀ Financial need and project cost.
- ◀ Funding profile (i.e., Who's providing what? Unit and overall costs).
- ◀ Technical information and requirements (e.g., planning permission).
- ◀ Targets, outputs and/or outcomes (i.e., the situation after the Project/what the Project will achieve)
- ◀ Evidence of support from partners and stakeholders.
- ◀ Background/essential documentation (e.g., community use agreement).
- ◀ Assessment of risk.

# ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY & ACTION PLAN

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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:

[http://www.sportengland.org/facilities\\_planning/design\\_and\\_cost\\_guidance.aspx](http://www.sportengland.org/facilities_planning/design_and_cost_guidance.aspx)

The costs are for the development of community sports facilities and are based on providing good quality sports facility for the 1st Quarter 2015. 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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## PLAYING PITCH STRATEGY & ACTION PLAN

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### APPENDIX FOUR: 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**.

## ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD PLAYING PITCH STRATEGY & ACTION PLAN

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**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.

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Report for: ACTION



<b>Contains Confidential or Exempt Information</b>	NO - Part I
<b>Title</b>	Council Performance Management Framework Quarter 2 2016/17
<b>Responsible Officer(s)</b>	Russell O'Keefe, Strategic Director – Corporate and Community Services.
<b>Contact officer, job title and phone number</b>	David Scott, Head of Governance, Partnerships, Performance and Policy, 01628 796748
<b>Member reporting</b>	Cllr Simon Dudley, Leader of the Council and Chairman of Cabinet. Cllr Ross McWilliams, Deputy Lead Member for Policy
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	24 November 2016
<b>Implementation Date if Not Called In</b>	5 December 2016
<b>Affected Wards</b>	All

## REPORT SUMMARY

1. This quarter's performance report takes a new format to reflect the closer focus on the council's progress toward delivering its strategic objectives. Performance as of Q2 2016/17 against the new Performance Management Framework demonstrates that three of the strategic priorities are on target (Residents First, Delivering Together and Value for Money) and one is off target (Equipping Ourselves for the Future).
2. The progress towards delivering the strategic priorities and objectives within the adopted four year Council Strategic Plan 2016-2020 are detailed in Appendix A and summarised in Table 1. There are nine on target, one just short of target, three that are currently off target and one for which data will be available from the next quarter.

## If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Residents can see both "at a glance" and in detail how the council is delivering against its strategic priorities and objectives; improving transparency and accountability to residents	Immediately

2. Quality, efficient, user-focused services for residents through more effective performance management	Immediately
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## 1. DETAILS OF RECOMMENDATIONS

### RECOMMENDATION: That Cabinet:

**i. Notes the progress towards meeting the council’s strategic priorities and objectives**

**ii. Requests Strategic Directors in conjunction with the relevant Lead Member(s) and Heads of Service to progress improvement actions for indicators that are off target**

**iii. Endorses the ongoing work to improve the council’s Performance Management Framework**

## 2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

### Improving performance management

- 2.1 The council is committed to on-going improvement and therefore has strong management of performance at the heart of the organisation’s drive to secure continuous progress in delivering high quality, efficient, and user-focused services. The council has reviewed its performance management approach over the course of the financial year and this report marks another critical step in that process.
- 2.2 The revised Performance Management Framework (PMF) is the result of collaborative work between lead members and officers. An analysis of the council’s strategic priorities and objectives, as set out in the Council’s Strategic Plan 2016-20, and consideration of which key performance indicators (KPIs) best demonstrate our delivery of those for residents has been completed (see Appendix A).
- 2.3 The benefits of this approach are a more resident-friendly view of how the council is delivering and an enhanced ability for the council to understand its progress towards its strategic priorities.

### Improving analysis and action

- 2.4 A further departure from the former IPMR is improved qualitative analysis. Detailed comments from services about specific areas of underperformance are included, but an improved strategic view is also provided to explain the council’s performance overall. To further improve residents’ understanding of the council’s performance, this report also therefore an Infographic Summary (Appendix B).
- 2.5 Focus in Q3 to strengthen performance management will include more effective benchmarking information. This will facilitate contextual analysis and provide comparisons of how the Royal Borough is doing compared to similar authorities.
- 2.6 In addition to more benchmarking, significant research has been undertaken to increase the automation of the council’s performance management systems. This

work will continue in Q3 to further embed effective performance management across the organisation.

- 2.7 This improvement will help the council to achieve its ambition for performance management to not only provide a retrospective view of 'how we have done' but provide business intelligence, insight and forecasting so that it can become far more proactive in ensuring residents receive the best possible service.

**Q2 2016/2017 Summary of performance**

- 2.8 The new PMF has 69 KPIs. This is an increase on the former IPMR's 24 KPIs. There were however an additional 43 'secondary indicators' in the former IPMR as well as six HR indicators. The new PMF therefore is a similarly comprehensive view of the council's performance (slightly reduced in overall size) but with a streamlined focus and increased relevance for each indicator's inclusion.
- 2.9 The new framework demonstrates that when overall performance of the council's objectives are considered for each of the council's strategic priorities (Residents First, Value for Money, Delivering Together, Equipping Ourselves for the Future) three of the priorities on target and one of the priorities is off target (Equipping ourselves for the Future). See Table 1.

2.10 **Table 1: Performance of Strategic Priorities by overall performance of objectives**

<b>Strategic Priority</b>	<b>Objectives on target</b>	<b>Objectives just short of target</b>	<b>Objectives Off Target</b>	<b>Objectives with data not yet available*</b>
Residents First	3	0	1	0
Value for Money	2	1	0	1
Delivering Together	3	0	0	0
Equipping Ourselves for the Future	1	0	2	0
<b>Total</b>	<b>9</b>	<b>1</b>	<b>3</b>	<b>1</b>

\* Data for new KPIs (including baselines and targets) is still to be made available in some cases

- 2.11 Table 2 summarises the performance by Directorate against their individual performance indicators, Table 3 summarises performance by Lead Member / Principal Member. Given the number of new indicators, work is still ongoing with services in a number of cases to determine what meaningful targets can be set. Data for these will provided from Q3. Percentages have for Q2 been calculated based on known performance data only.

## 2.12 Table 2: Performance of KPIs by Directorate

Directorate	KPIs on target	KPIs just short of target	KPIs Off Target	KPIs with data not yet available*
Adults, Children's and Health	7 (32%)	6 (27%)	9 (41%)	8
Corporate and Community Services	9 (69%)	3 (23%)	1 (8%)	2
Operations and Customer Services	15 (68%)	5 (23%)	2 (9%)	2
<b>Total</b>	<b>31 (54%)</b>	<b>14 (25%)</b>	<b>12 (21%)</b>	<b>12</b>

\* Data for new KPIs (including baselines and targets) is still to be made available in some cases

## 2.13 Table 3: Performance of KPIs by Lead Member / Principal Member

Lead Member / Principal Member	KPIs on target	KPIs just short of target	KPIs Off Target	KPIs with data not yet available*
Cllr Dudley	1			2
Cllr Coppinger	3	3	1	
Cllr Bicknell	3			1
Cllr Cox	3	1		
Cllr Hill	5	4	2	
Cllr D Wilson	1	2	1	1
Cllr N Airey	4	3	3	5
Cllr Saunders	1			
Cllr S Rayner	7			
Cllr Rankin	3	1		
Cllr Targowska			5	3
<b>Total</b>	<b>31 (54%)</b>	<b>14 (25%)</b>	<b>12 (21%)</b>	<b>12</b>

\* Data for new KPIs (including baselines and targets) is still to be made available in some cases

## Qualitative analysis of Q2 performance by Strategic Priority / Objectives (Table 1):

### RESIDENTS FIRST

2.14 There are four objectives contributing to our priority to put residents first, these are:

- To ensure every child and young person in the borough is safe and has the opportunity to have an excellent academic and vocational education
- To maintain excellent parks, libraries, sports and leisure facilities ensuring residents have the opportunity to be healthy
- To continue investing in infrastructure and support the regeneration of our towns while protecting the character of the Royal Borough

- To ensure our residents are safe and supported by a skilled workforce

2.15 Of these four objectives, the first is the only one which is off target. There are two performance indicators for this objective for which the data is not yet available.

**Ensuring every child and young person in the borough is safe and has the opportunity to have an excellent academic and vocational education**

- 2.16 The indicators for this objective which are currently off target are ACH4 (% of Children in Care with Personal Education Plans), ACH9 (number of permanent exclusions from schools) and ACH10 (% of care leavers in employment, education or training).
- 2.17 ACH4 is a Service Improvement Objective being closely monitored. There have been a number of new children in care since the end of the last academic year and the first month of the new term who have not yet had a personal education plan. The personal education plans are all scheduled for completion in the autumn term. ACH9 shows an increased in the number of children permanently excluded from schools last year, though corrective action including identifying a wider range of local high needs services to help reverse this trend are in place. ACH10, whilst being off target shows that current performance is moving in the right direction and our percentage of Care Leavers in education, employment or training is above the national average. 13 out of a total cohort of 41 are not in education, employment or training. Seven of these are unable to secure employment or be in education due to disability/long term sickness and a further two are teenage parents.
- 2.18 Areas of good performance for this objective are the numbers of children (0-4) in the eight most deprived areas of the borough registered at children's centres (ACH5); percentage of children identified as being at risk of Child Sexual Exploitation and in receipt of support services (ACH6) with 100% performance in this critical indicator and ACH3 (Percentage of repeat referrals to children's social care within 12 months)..
- 2.19 There are two new measures which will be in place for Q3. These are ACH1 (Timeliness of MASH referral response), ACH2 (% of Children in Need Plans open for longer than 9 months). Work is ongoing to ensure the targets set are meaningful and realistic.

**Maintain excellent parks, libraries, sports and leisure facilities ensuring residents have the opportunity to be healthy**

- 2.20 Performance against the other Residents First objectives is good. Of particular note when looking at how residents are supported to live healthy lifestyles is residents' satisfaction with the council's parks and open spaces. This is at 81.8% based on customer surveys from this quarter. When compared to last year's annual performance (78%) this shows the council continues to provide residents with excellent outdoor space. Visits to museums and libraries are also above target, as are attendances at the borough's leisure centres.
- 2.21 Of the five Public Health indicators (ACH17, ACH18, ACH19, ACH20 and ACH21) only one is on target is uptake of Health checks, though this is also still below the England average. Performance of the numbers of people quitting smoking in the target cohorts under the new DAAT contract is significantly below target and the Public Health team are proactively working with the provider to address this.

**Continue investing in infrastructure and support the regeneration of our towns while protecting the character of the Royal Borough**

- 2.22 In continuing to invest in infrastructure and support the regeneration of our towns while protecting the character of the Royal Borough, the only measure currently off target is the percentage of planning appeals lost (CCS31). Strong performance against both the milestones for the council's regeneration programmes and footfall in the town centres is clear (CCS22 and CCS25). Of further note is the residents' satisfaction with the roads (56.1% as measured by customer satisfaction surveys this quarter and compared to 47% in the annual survey from January). This is always a challenging measure and focus will remain during the winter months to ensure satisfaction remains above target.

**Ensure our residents are safe and supported by a skilled workforce**

- 2.23 Finally in ensuring our residents are safe and supported by a skilled workforce, performance of time taken to process housing / council tax benefit new claims and change events (OCS36) continues to be exemplary, with the council recently being shortlisted as a finalist in two national awards – Benefits team of the year and most improved team of the year.
- 2.24 There are two amber measures related to adults safeguarding (ACH33 and ACH34), though in considering the performance of our percentage of care homes rated good or outstanding by the CQC, nearly one quarter of the council's care homes are yet to be inspected so performance is expected to shift closer to the target.

**VALUE FOR MONEY**

- 2.25 The Value for Money strategic priority has four objectives from the corporate strategy from which its performance has been assessed. These are:
- To keep Council Tax low and reduce our high cost placements in social care
  - To deliver improved customer services and outcomes for residents through the use of existing and emerging technology
  - To intelligently use the borough's assets to increase income and to maximise our ability to collect Business Rates as well as to seek greater external investment in the borough through a variety of means such as Joint Ventures, the Local Enterprise Partnership and other sources
  - To develop innovative services that will help to meet future challenges and demand and to launch a home ownership plan through shared equity and other models, where the resident has a stake in their property.
- 2.26 Of these four objectives the first two are on target, the third is just short and the final objective is to be determined as the data is not yet available.

**Keeping Council Tax low and reduce our high cost placements in social care**

- 2.27 Of the 10 KPIs used to assess the council's performance against this strategic objective, there are two for which data is not currently available (ACH44 and ACH49).
- 2.28 There are two HR indicators showing as red. These have been carried forward from the old performance monitoring report and relate to working days lost to sickness per headcount and the percentage of the council workforce that is agency staff (ACH44b and ACH45). A substantial report on the ongoing work to



bring a number of HR performance issues back on target was presented to the Corporate Services Overview and Scrutiny Panel meeting 19 September 2016 which was endorsed by the panel with respect of its improvement plan.

- 2.29 There are five KPIs that are on target for this objective. Of note is CCS42 Council unit costs compared to other unitary councils (annual measure), demonstrating that the council is the best value for money out of 56 unitary councils in the country as assessed by CIPFA (Chartered Institute of Public Finance and Accounting). Other measures on target include the number of permanent admissions to residential nursing care and new people receiving Telecare.
- 2.30 Good performance in a new indicator to measure the in-house occupancy rate of the borough's foster carers at 90% is also encouraging. The council is making effective use of the its approved foster carers (48 in total, four of which are currently validly unable to accept placements e.g. due to building works or health reasons, and only four approved with no children currently placed with them and only four without placements.)
- 2.31 The sole amber KPI is a new measure in the framework (OCS69) looking at the council's overall success rate in completing projects to the right quality, timescale and budget. The target has been set at 70% and performance is currently at 63%. However, of the 19 projects assessed, two were late by no more than 10% of the time tolerance, three were late by more than 10% of the time tolerance and two exceeded both time and budget. The council has undertaken recent work in its managing of successful projects and this work is being rolled out and should see this measure improve over time.

**Intelligent use of the borough's assets to increase income and to maximise our ability to collect Business Rates as well as to seek greater external investment in the borough through a variety of means such as Joint Ventures, the Local Enterprise Partnership and other sources**

- 2.32 This is the only Value for Money objective currently not on target for which data is available in the new framework. This assessment is based on one measure being on target, one just short and one to be determined. A new measure (OCS54) which will assess how many homes the council directly provides through the use of its land or assets will be in place for Q3. However, with the pace and scale of the regeneration programme (which in itself is on target according to achieving key milestones (CCS22) it is anticipated that once an accurately profiled target has been determined that performance in this area will be good..
- 2.33 Just short of target currently is the council's performance in collecting business rates (OCS57) against an annual target of 98.40%. Performance at the end of this quarter was targeted at 58% but is currently 0.09% short of this due to one significant bill late in September which increased the net collectible debt and reducing the collection rate. Performance is better than the same period last year, though, by 0.52% suggesting no need for any improvement planning at this stage.

**Develop innovative services that will help to meet future challenges and demand and to launch a home ownership plan through shared equity and other models, where the resident has a stake in their property**

- 2.34 This outcome will be measured from the next quarter to ensure that the new performance measure (CCS58) which combines both the council's ability to build or create housing through its land, ~~29~~ as well as its advice and support functions can

be accurately baselined, profiled and data provided for. This will be a focus for the next quarter report.

**Deliver improved customer services and outcomes for residents through the use of existing and emerging technology**

- 2.35 There is only one KPI off target for this strategic objective OCS52 Number of people signed up to 'My Account'. This is a new measure for the performance framework and is a new focus and service for the council. To date little promotional work has been done but this will be focused on in the coming quarter and further detail work to drive forward improvement on this measure is in Appendix A.

**DELIVERING TOGETHER**

- 2.36 There are three objectives for this strategic priority. These are:
- To bring customer services closer to the resident by making greater use of community facilities such as libraries and to use technology to enhance our existing out-of-hours access to council services
  - To improve service delivery by implementing, and benchmarking against, best practice learned internally, nationally and internationally as well as exploring ways of delivering services differently to improve outcomes for residents
  - To work with all our partners in the private, public and voluntary sector to deliver the best outcomes for residents and to localise decision making by devolving powers to organisations and individuals
- 2.37 Of these three objectives all are currently on target.

**Bring customer services closer to the resident by making greater use of community facilities such as libraries and to use technology to enhance our existing out-of-hours access to council services**

- 2.38 The most variable performing objective is the first, regarding bringing out of hours access and customer service becoming closer to the resident. Of the eight KPIs that determine its overall performance, four are on target, two are just short and two are off target.
- 2.39 Those that are off target include OCS52 (discussed above, see 2.34) as this helps to deliver this objective as well as working towards the council's Value for Money strategic priority. The other is OCS60 Percentage of complaints upheld. Performance is currently at 38% against an annual target of 27%. The council's Complaints Policy has recently been refreshed; as a result more complaints are being channelled through the central complaints team giving much greater visibility and transparency to the council's performance in this area.
- 2.40 Good performance in achieving this objective is demonstrated through OCS61 Deliver 8 additional services through libraries by March 2019. This is a new KPI that directly delivers against the aims of this objective and is currently at six new services (see Appendix A for details).

**Improve service delivery by implementing and benchmarking against, best practice learned internally, nationally and internationally as well as exploring ways of delivering services differently to improve outcomes for residents**

- 2.41 In relation to this objective, new measure CCS50 Residents satisfaction with service received from the council is very positive. In the Annual Survey to

residents this was at 61% (January 2016), based on customer surveys this quarter the current actual is 72% against a target of 70%. This will be closely monitored to ensure that the changes being made to service continue to be well received by residents.

**Work with all our partners in the private, public and voluntary sector to deliver the best outcomes for residents and to localise decision making by devolving powers to organisations and individuals**

2.42 Of the three indicators for this objective, two for which the data is available are both on target. The council continues to evidence success in its ability to work with volunteers in supporting council services (CCS65). Furthermore, the council's ability to raise investment over and above its grant funding is healthy with additional funds to support services to date at £764,982.

**EQUIPPING OURSELVES FOR THE FUTURE**

2.43 There are also three strategic objectives for delivering this priority. These are:

- To invest in learning and development for our staff and ensure our workforce is multi-skilled
- To progress the digitalisation of the council's systems to further develop the ambitions for a 24/7 council as well as promote joined-up working across the council to help engender a "tell us once" ethos, improving outcomes for residents
- To better use digital and mobile technology and deliver against the council's Transformation Programme

2.44 Of these three objectives, one is on target, one is just short of target and one is off target so the priority has been marked overall as just short.

**Investing in learning and development for our staff and ensure our workforce is multi-skilled**

2.45 This objective is off target, with three quarters of the KPIs used to measure its performance underperforming. There is one KPI (new measure) for which data is not yet available. All of the measures relate to HR functions. Staff turnover (voluntary and overall) are off target and, as referenced in 2.27, an improvement plan to tackle a variety of HR issues is already in place. Staff satisfaction levels are also off target (ACH67). The council values its staff, hence the significant focus on them through this objective in the council's strategic plan, and is committed to seeing satisfaction levels improve. Actions to address this include re-launching the Staff Forum.

**Progressing the digitalisation of the council's systems to further develop ambitions for a 24/7 council and promote joined-up working to help engender a "tell us once" ethos**

2.46 This objective is off target for quarter two overall, with two KPIs already discussed in this report being off target (% of complaints upheld and number of residents signed up to 'My Account'). With the 'My Account' service in its early stages and when considered against the measure for residents' satisfaction overall (see 2.40) the council is confident that by year end performance against this objective will have improved overall. There is one additional KPI, again a new measure for the PMF, OCS59 Reduction in avoidable contact with the council, which is just short of its target. It is 5% short of its quarterly target and work within the Customer Service team is ongoing with services across the council to seek to reduce this further by the end of the year.

**Better use digital and mobile technology and deliver against the council's Transformation Programme**

2.47 This is the final objective for the Equipping Ourselves for the Future Strategic Priority and is on target. Currently there are three KPIs which demonstrate the council's performance against this objective; two service focused examples ACH47 New people receiving Telecare and OCS52 Numbers of people signed up to 'My Account'. Telecare is on target whilst work is ongoing in this quarter to ensure the 'My Account' performance improves from its current off target position. With residents' satisfaction, the final KPI through which this objective is being assessed, still on target the council is satisfied that its use of digital and mobile technology and its Transformation plans are on track without significant evidence of adverse reaction from residents to date.

**Final comments**

2.48 Appendix A includes more detailed commentary against a number of the KPIs (including those not discussed within the body of this report) to enable residents to see even greater detail.

Option	Comments
<p>Endorse the council's revised approach to performance management and the continued evolution of the new performance management framework.</p> <p><b>This is the recommended option.</b></p>	<p>The council's revised Performance Management Framework provides residents and the council with more timely, accurate and relevant information to secure continuous improvement in delivering quality, efficient, user-focused services for residents.</p>
<p>Continue with the old approach of performance management reporting.</p>	<p>This approach does not secure sufficient focus on how performance measures are assisting the council to achieve its strategic priorities which could result in lesser focus on service improvement and reduced transparency, accountability and clarity for residents.</p> <p>This is not the recommended option.</p>

**3. KEY IMPLICATIONS**

3.1 With more effective performance management performance overall should improve to enable sharper, more timely focus on those measures that are off target.

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by

<b>Defined Outcomes</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date they should be delivered by</b>
The council is on target to deliver its strategic priorities	3 or fewer Strategic Priorities on target	4 Strategic Priorities on target			1 April 2017

#### **4. FINANCIAL DETAILS**

##### **Financial impact on the budget**

4.1 There are no direct financial implications arising from this report.

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	Capital £'000	Capital £'000	Capital £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

#### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications arising from the report. Effective performance management will ensure the council is performing in line with its statutory duties.

#### **6. VALUE FOR MONEY**

6.1 One of the council's strategic priorities is Value for Money. The performance against this priority has been detailed in this report and in Appendix A demonstrating that the council is overall on target with two of the four objectives on target, one just short and one objective for which data is not yet available.

6.2 The council overall is 1<sup>st</sup> out of 56 unitary authorities for its unit cost for delivery of all unitary services (CCS42). This demonstrates that as a whole the council is providing excellent value for money.

#### **7. SUSTAINABILITY IMPACT APPRAISAL**

7.1 None required

#### **8. RISK MANAGEMENT**

8.1

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
Revised PMF does not identify detailed performance variations	Medium	Continued work and consultation with Strategic Directors to ensure relevant indicators are included and PMF modified as a 'live', working document	Low

## **9. LINKS TO STRATEGIC OBJECTIVES**

9.1 The new PMF is directly linked to the performance of all of the council's strategic priorities and objectives as evidenced throughout the report. The new framework enables residents to see at a glance how the council is delivering against each of these, with detail and commentary about aspects of both good performance and performance that is off target.

## **10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION**

10.1 An EQIA is not required for this report.

## **11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS**

11.1 There are no direct staffing / workforce and accommodation implications arising from the report.

## **12. PROPERTY AND ASSETS**

12.1 There are KPIs linked to how the council is managing its property and assets in line with its strategic priorities (OCS54 and CCS58). These are both new KPIs for which the data is not currently available but for future reports will demonstrate how the council is best using its property and assets to deliver against key objectives for residents.

## **13. ANY OTHER IMPLICATIONS**

13.1 None

## **14. CONSULTATION**

14.1 The report will be circulated to the Corporate Services Overview and Scrutiny Panel for comment. Their comments will be provided to Cabinet for consideration.

## **15. TIMETABLE FOR IMPLEMENTATION**

15.1 Actions drawn from the recommendations and from sections 2.6 – 2.7.



<b>Date</b>	<b>Details</b>
From 5 December	Further use of benchmarking to be added to Q3 report
From 5 December	Further research on automation and use of software to improve efficiency, accuracy and transparency for residents
From 5 December	Strategy and Performance team to confirm with Heads of Service the improvement actions for KPIs off target and monitor performance of these within Quarter 3.

## 16. APPENDICES

- Appendix A: Council's Q2 2016/2017 Performance Management Framework
- Appendix B: Performance Infographic Summary

## 17. BACKGROUND INFORMATION

- Council Strategic Plan 2016-20
- IPMR Q1 Cabinet Report, June 2016.
- IPMR – HR Indicators, Corporate Services Overview and Scrutiny, 19 September 2016

## 18. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held and Department</b>	<b>Date sent</b>	<b>Date received</b>	<b>See comments in paragraph:</b>
<b>Internal</b>				
Cllr Dudley	Leader of the Council	24/10/16	24/10/16	
Cllr McWilliams	Lead Member for Policy	21/10/2016	21/10/2016	Comments included
Russell O'Keefe	Strategic Director Corporate and Community Services	21/10/2016	21/10/2016	Comments included
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	24/10/16	24/10/16	Comments included
Simon Fletcher	Strategic Director Operations and Customer Services			
Rob Stubbs	Head of Finance			Comments included

<b>Name of consultee</b>	<b>Post held and Department</b>	<b>Date sent</b>	<b>Date received</b>	<b>See comments in paragraph:</b>
<b>External</b>				

## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>
Non-key decision	No

<b>Full name of report author</b>	<b>Job title</b>	<b>Full contact no:</b>
Anna Trott	Strategy and Performance Manager	01628 796264



# Royal Borough of Windsor and Maidenhead

## Q2 2016/17 Performance Management Framework

<b>Key:</b>									
<b>RAG status =</b>	<table border="0"> <tr> <td style="background-color: green; color: white; padding: 2px;">GREEN</td> <td>Performance is On Target</td> </tr> <tr> <td style="background-color: orange; color: black; padding: 2px;">AMBER</td> <td>Performance is within 10% Just Short of target</td> </tr> <tr> <td style="background-color: red; color: white; padding: 2px;">RED</td> <td>Performance is greater than 10% Off Target</td> </tr> <tr> <td style="padding: 2px;">N/A</td> <td>Data not yet available</td> </tr> </table>	GREEN	Performance is On Target	AMBER	Performance is within 10% Just Short of target	RED	Performance is greater than 10% Off Target	N/A	Data not yet available
GREEN	Performance is On Target								
AMBER	Performance is within 10% Just Short of target								
RED	Performance is greater than 10% Off Target								
N/A	Data not yet available								
<b>DOT =</b> Direction of Travel - Indicates whether performance has improved ↑ stayed the same ↔ or got worse ↓ based on previous quarter's performance									

### Strategic Theme - Residents First

**Our Outcome:** Ensure every child and young person in the borough is safe and has the opportunity to have an excellent academic and vocational education.

**Directorate:** Adult, Children & Health Services / Corporate & Community    **Lead Member:** Cllr N Airey / Cllr Rankin    **Lead Officer:** Daniel Crampton / Kevin McDaniel / Kevin Mist Services

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
137 ACH1	Cllr N Airey	Timeliness of MASH referral response		Not yet available		N/A					This is a new performance measure which will be collected from Q3.
ACH2	Cllr N Airey	% of Children in Need plans open for longer than 9 months		Not yet available		N/A					This is a new performance measure which will be collected from Q3.
ACH3	Cllr N Airey	Percentage of repeat referrals to children's social care within 12 months	18.70%	17.20%	18%	GREEN					
ACH4	Cllr N Airey	% of Children in Care with personal education plans	97.80%	85.70%	96%	RED	↓				The indicator measures the percentage of children in care of school age who have had a personal education plan in the last 12 months. There have been a number of new children in care since the end of the last academic year and the first month of the new term who have not yet had a personal education plan. The personal education plans are all scheduled for completion in the autumn term.
ACH5	Cllr N Airey	Number of 0-4 year olds registered with children's centres in the top 8 deprived areas	928	1008 (Q2)	960	GREEN	↑				
ACH6	Cllr N Airey	% of children identified as at risk of Child Sexual Exploitation (CSE) and in receipt of support services	N/A	100% (Q2)	100%	GREEN	↑				
ACH7	Cllr N Airey	Timeliness of completing new Education, Health and Care Plans	N/A	42% (Q2)	N/A	N/A					There was poor performance in Q1 in completing new Education, Health and Care Plans in the required 20 weeks. This was recognised and addressed through investment in staff, training and performance management. This has had a significant impact and the trajectory for the rest of the year is positive with the current figure for October at 85%.
ACH8	Cllr N Airey	% of all RBWM schools inspected by Ofsted receiving and 'Outstanding' or 'Good' judgment	79%	83% (Q2)	84%	AMBER	↑				Ofsted inspections that are due during the remainder of this financial year should ensure the target is achieved.

ACH9	Cllr N Airey	Number of permanent exclusions from schools in RBWM	13 (AY 2014/15)	21 (AY 2015/16)	15 (AY 2016/17)	RED	↓			There has been an increased number of exclusions from school in all age groups during AY2015/16 with a particular increase in the number categorised as “persistent disruptive behaviour” by pupils with increasingly complex needs in mainstream schools. There is evidence that the increase in the Borough is following the national trend. Corrective action includes identifying a wider range of local high needs services to meet needs and reverse the trend.
ACH10	Cllr N Airey	% of care leavers in education, employment or training	61.10%	63.6% (Q2)	70%	RED	↑			Out of the cohort of 41 care leavers, 28 are in education, employment or training. Of the remaining 13, seven are unable to secure employment or be in education due to disability/long term sickness and a further two are teenage parents. Four care leavers are currently not in education, employment or training and the reasons range from young people being in and out of mental health services to a general unwillingness to engage.

ACH12	Cllr N Airey	Key Stage 4: % of Free School Meals cohort achieving A*-C in English and Maths	N/A	Not yet available	Top quartile performance	N/A				This is a new measure for this year. The data has not yet been published for 2016 and is due in late January. The target is to be a top quartile local authority on 2017 numbers and the council is currently ranked 9th for the same measure for all pupils.
CCS11	Cllr Rankin	Number of apprenticeships offered by the council	6	8 (Q2)	18	AMBER	↑			Currently 4 new apprentices in post with a further 2 awaiting start date and two posts out to advert. 10 apprenticeship vacancies identified from October 2016 and will be advertised in Q3. The target for the year is expected to be achieved.

**Our Outcome:** To maintain excellent parks, libraries, sports and leisure facilities ensuring residents have the opportunity to be healthy.

**Directorate:** All

**Lead Member:** Cllr S Rayner / Cllr N Airey / Cllr Coppinger

**Lead Officer:** Kevin Mist / Ben Smith / Mark Taylor / Daniel Crampton / Hilary Hall

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS14	Cllr S Rayner	Number of attendances at leisure centres	1,704,326	970,749 (Q2)	1,764,000	GREEN	↑				
OCS13	Cllr S Rayner	% of residents satisfied with parks and open spaces (measured from customer surveys)	78% (2015)	81.8% (Q2)	80%	GREEN	↑				
OCS15	Cllr S Rayner	Number of physical and virtual visits to libraries	908,337	547,331 (Q2)	880,000	GREEN	↑				
OCS16	Cllr S Rayner	Number of physical and virtual visits to museums	73,150	36,607 (Q2)	55,000	GREEN	↑				
ACH17	Cllr N Airey	% of 11 year olds (year 6) overweight or obese	30% (2013/14)	29% (2014/15)	28%	AMBER	↑			26% Wokingham (2014/15)	The latest available figures are for 2014-2015 which shows 29% of year 6 children are overweight or obese. This is in line with the other Berkshire authorities but below the England average - 33%. The percentage of overweight children in year 6 increased from 2006-2007 to 2014-2015. The Public Health team is delivering a number of initiatives with schools to address the issue, including Healthy Schools initiative and a targeted child obesity project.

ACH18	Cllr N Airey	Uptake of MMR2 vaccination (childhood immunisation)	87.60%	84.1% (Q1)	>95%	AMBER ↔			County Durham, 98.6% (2015/16)	Q2 data not available. Performance for Q1 is below that for the same period in the previous year (85.8%). Preliminary investigation suggests that this is a data quality issue and a data cleansing process is in progress. A childhood immunisation nurse is working to identify 'ghost' patients i.e. children who are no longer living in the borough and no longer use a GP but remain on the GP system. This gives a false denominator, making uptake rates appear lower than they truly are. Removing these 'ghost' patients will give a clearer indication of uptake.
ACH19	Cllr Coppinger	Number of residents who quit smoking for at least four weeks in the three target cohorts (mental health, young people, pregnant women)	N/A	20 (Q1)	220	RED				A total of 20 residents across the three target cohorts quit smoking for at least four weeks in Q1 - 9 with mental health issues (45%), seven young people (35%) and four pregnant women (20%). Preliminary figures suggest that a further 28 residents have quit in Q2. This is significantly below the targets set in the contract and the Public Health team is working proactively with the provider, Solutions 4 Health, to maximise reach in the three target cohorts.
ACH20	Cllr Coppinger	% of successful drug and alcohol treatment completions	36.65%	30.73% (Q1)	63%	AMBER ↓			32.97%**	The figure used for last year's actual is an average of the quarter 4 figures for 2015/16. The data is ordinarily split between drugs and alcohol into four indicators. The current actual is the same calculation for Q1 as Q2 data is not yet available. ** This indicates the average required to reach the top quartile within the comparative group.
ACH21	Cllr Coppinger	Number of people taking up health checks	3,877	913 (Q1)	3,500	GREEN ↑	2nd	Berkshire	West Berkshire - 3744	

**Our Outcome:** To continue investing in infrastructure and support the regeneration of our towns while protecting the character of the Royal Borough.

**Directorate:** Corporate & Community Services / Operations & Customer Services  
**Lead Member:** Cllr Rankin / Cllr D Wilson / Cllr Bicknell / Cllr Cox  
**Lead Officer:** Chris Hilton / Jenifer Jackson / Kevin Mist / Ben Smith

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance				Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	
CCS22	Cllr Rankin	Delivery of the improvement and development programmes for the town centres in line with milestones	11	5 (Q2)	8	GREEN	↑			
CCS25	Cllr Rankin	Footfall in town centres (both Windsor & Maidenhead)	14,006,081	6,205,028	14,230,580	GREEN	↑			Windsor YTD is 4,186,382 Maidenhead YTD is 2,018,676
CCS27	Cllr D Wilson	Number of major planning applications processed in time	67.35%	75.0% (Q2)	70%	GREEN	↓			
CCS28	Cllr D Wilson	Number of minor planning applications processed in time	50.34%	70.65% (Q2)	75%	AMBER	↓			The improvement plan for the service is progressing and it is expected that further improvements will be realised in the next two quarters.



CCS29	Cllr D Wilson	Number of 'other' planning applications processed in time	64.08%	83.08% (Q2)	90%	AMBER	↑				See above
CCS30	Cllr D Wilson	% of enforcement cases closed within 8 weeks	New for 2016/17		60.0%	N/A					This is a new performance measure for the service that will be collected from quarter 3.
CCS31	Cllr D Wilson	% of planning appeals lost	34.52%	45% (Q2)	Less than 30%	RED	↓				Member training has taken place during Q2 relating to making robust, defensible planning decisions. Appeal monitoring reports will be produced for each Panel.
OCS23	Cllr Bicknell	Resident satisfaction with the quality of the roads (measured from customer surveys)	47% (2015)	56.1% (Q2)	48%	GREEN	↑	Middle of top performing group	Authorities participating in NHT Benchmarking Survey	Best 55%, worst 21%, average 38%	Last year actual figure taken from Residents Survey 2015-16 . Current Actual performance is taken from the CSC's quarterly Customer Satisfaction service focus questions.
OCS24	Cllr Cox	Reduction in fly tipping in the Borough (instances)	574	333	570	AMBER	↓				This is an annual target. Action plan in place seeking to achieve end of year target (including proactive enforcement, physical prevention measures and a targeted publicity campaign).
OCS26	Cllr Bicknell	Total numbers of car park visits to RBWM car parks	2,685,027	1,531,977 (Q2)	2,900,000	GREEN	↑				

**Our Outcome:** To ensure our residents are safe and supported by a skilled workforce.

**Directorate:** All

**Lead Member:** Cllrs Coppinger / Cllr Dudley / Cllr Targowska / Cllr Bicknell / Cllr Cox / Cllr Hill / Cllr S Rayner

**Lead Officer:** Angela Morris / Hilary Hall / Terry Baldwin / Ben Smith / Jacqui Hurd / Andy Jeffs / Craig Miller / Kevin Mist

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH33	Cllr Coppinger	% of adult safeguarding enquiries resolved within 60 day timescale	31.10%	66.9% (End of September 2016)	75%	AMBER	↑				The new safeguarding framework 'Making Safeguarding Personal' set out in the Care Act has no set timescale for completing safeguarding enquiries. 60 days is considered to be a reasonable expectation. Enquiries taking longer than 60 days are generally because there are ongoing police enquiries and consequent court cases which can take some months to resolve.
ACH34	Cllr Coppinger	% of care homes rated good or better by the CQC	63.2	68%	75%	AMBER	↑	11th out of 15	15 nearest statistical neighbours	Wiltshire	The outturn relates to the percentage of care homes in the borough who have been inspected under the new inspection methodology. There are 47 care homes in the borough which is a disproportionately high number compared with statistical neighbours. Around 23% of care homes in the area have not yet been inspected. The Care Quality Commission carries out its inspection based on a risk approach - homes which are deemed to be high risk of inspected earlier and/or more frequently.
ACH40	Cllr Targowska	% of statutory training requirements for employees delivered (Annual measure)	New for 2016/17	N/A		N/A					Data not available until the end of financial year (March 2017).
ACH41	Cllr Targowska	Average number of training days per employee (Annual measure)	New for 2016/17	N/A		N/A					Data not available until the end of financial year (March 2017).
OCS32	Cllr Bicknell	RBWM road casualty rate compared to Berkshire average	0.80 (20% below Berkshire average)	0.86 (Q1)	0.99	GREEN	N/A				Note that data is reported quarterly for the calendar year not financial year. Data provided is for Q1.
OCS35	Cllr Dudley	Number of homelessness preventions through council advice and activity	1518	789	1600	GREEN	↑				
OCS36	Cllr Hill	Time taken to process housing / council tax benefit new claims and change events	4.8 days	4 days (YTD to September 2016)	Less than 4.5 days	GREEN	↑	1st out of Family Group	South East Unitary Councils	Windsor & Maidenhead	
OCS37	Cllr Cox	Reduction in non-compliant food premises – priority based inspections focusing on premises with a one or zero rating out of five	29	9 (Q2)	24 premises to improve from a 0 or 1 rating to a rating of 2 or more	GREEN	↑				
OCS38	Cllr Cox	Number of licensing compliance operations completed (including underage sales operations)	68	33 (Q2)	72	GREEN	↑				
CCS39	Cllr S Rayner	% of trees inspected within timeframes	New for 2016/17	100% (Q2)	100%	GREEN	↑				

## Strategic Theme - Value for Money

**Our Outcome:** To keep council tax low and reduce our high cost placements in social care.

**Directorate:** All

**Lead Member:** Cllr Coppinger / Cllr N Airey / Cllr Targowska / Cllr Saunders / Cllr Cox / Cllr Hill

**Lead Officer:** Angela Morris / Daniel Crampton / Terry Baldwin / Rob Stubbs / Craig Miller / Con Georghiou

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH44	Cllr Targowska	Working days lost to sickness per FTE	9.63	9.77 (September 2016)	N/A	N/A					KPI to cease 31.03.17 and be replaced with working days lost to sickness per headcount (see below).
ACH44b	Cllr Targowska	Working days lost to sickness per headcount		6.93 (September 2016)	6 days per employee	RED	↓				Performance is close to the CIPD average of 6.9 days per employee, which is significantly better than the public sector average of 8 days per employee. Private sector average is 5.8 days per employee. Monitoring and scrutiny of absences by Senior Leaders and Principal Member continues. Additional proactive measures are being implemented such as: provision of Mental health first aid training to managers and targeted 'Healthy Lifestyle' campaigns.
143 ACH45	Cllr Targowska	% of council workforce that is agency staff	9.0%	9.2% (Q2)	Less than 5%	RED	↑				The Council remains committed to filling all statutory posts - this means agency staff are used. Decisions have been taken at Employment Panel to counter the challenges in filling hard to recruit posts. Anticipated corrective action will produce results by end of Q3. In addition, restructures completed in a number of areas are expected to reduce agency staff usage. Because of the changes planned in the Delivering Differently Programme, a number of services are covering vacancies with agency staff whilst decisions are made on future delivery.
ACH46	Cllr Coppinger	Number of permanent admissions to residential or nursing care for those over 65	150	80 (Q2)	200 to 210	GREEN	↑				
ACH47	Cllr Coppinger	Number of new people receiving Telecare	458	253 (Q2)	460	GREEN	↑	-	-	-	
ACH48	Cllr N Airey	% occupancy rate for in house foster carers	TBC	90%	90%	GREEN					
ACH49	Cllr N Airey	Number of independent fostering agency placements	40	32 (Q2)	TBC	N/A	↑				TBC
CCS42	Cllr Saunders	Council unit cost compared to other unitary councils (Annual measure)	£907	£907	£907	GREEN	↔	1st out of 56	CIPFA - based on 2016/17 data	Windsor & Maidenhead	This is an annual measure.
OCS43	Cllr Cox	% of household waste sent for reuse, recycling	47.70%	49.75% (Q2)	50%	GREEN	↑				
OCS69	Cllr Hill	% of projects completed to the right quality, on time and to original budget	N/A	63% (Q2)	70%	AMBER	N/A				Of 19 projects, 2 were late by more than 10% time tolerance, 3 were over the 10% budget tolerance and 2 exceeded both time and budget. See 2.32.

**Our Outcome:** To deliver improved customer services and outcomes for residents through the use of existing and emerging technology.

**Directorate:** Adult, Children & Health Services / Operations & Customer Services **Lead Member:** Cllr Coppinger / Cllr Hill

**Lead Officer:** Angela Morris / Jacqui Hurd

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH47	Cllr Coppinger	Number of new people receiving Telecare	458	253 (Q2)	460	GREEN	↑	-	-	-	
CCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72% (Q2)	70%	GREEN	↑				
OCS51	Cllr Hill	% of digital transactions carried out through the council's website	10.50%	27.90%	20.25%	GREEN	↑				
OCS52	Cllr Hill	Number of people signed up to 'My Account'	N/A	4,315	15,000	RED					Q2 figures covers 19/05/16 to 05/10/16 and includes those pending activation by customers. As in OCS51, the Digital Channel is relatively new and to date little promotional work has been done. There are currently three services on this platform and many more will be added in the coming months. Despite this, 50% of Green Waste transactions are now carried out via the Digital Channel and around 1000 new accounts are already being set up each month. This is an ambitious target, however we expect to be close to achieving this by year end.

**Our Outcome:** To intelligently use the borough’s assets to increase income and to maximise our ability to collect business rates as well as to seek greater external investment in the borough through a variety of means such as Joint Ventures, the Local Enterprise Partnership and other sources.

**Directorate:** Corporate & Community Services / Operations & Customer Services **Lead Member:** Cllr Dudley / Cllr Saunders / Cllr Hill **Lead Officer:** Russell O'Keefe / Rob Stubbs / Andy Jeffs

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
OCS54	Cllr Dudley	Number of new homes provided through the use of the council’s land / assets	New for 2016/17	Not available	TBC	N/A					This is a new performance measure which will be collected from Q3.
CCS55	Cllr Saunders	Level of external investment secured to support the improvement and development programmes for the town centres	£941,112	£764,982 (Q2)	£840,000	GREEN	↑				
OCS57	Cllr Hill	Collection rate for business rates	98.00%	57.91% (Q2)	98.40%	AMBER	↓	8th out of 12	South East Unitary Councils	99.60%	This is an annual target. The Q2 target is 58% so we are 0.09% below target. This is due to a large bill being issued to one business late in September increasing the net collectable debit and reducing the collection rate. Without this the collection would have been 58.2%. We are however, 0.52% ahead of Q2 2015/16.

**Our Outcome:** To develop innovative services that will help to meet future challenges and demand and to launch a home ownerships plan through shared equity and other models where the resident has a stake in their property.

**Directorate:** Adult, Children & Health Services / Corporate & Community Services **Lead Member:** Cllr Dudley **Lead Officer:** Russell O'Keefe / Hilary Hall

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS58	Cllr Dudley	Number of new low cost home ownership, affordable homes and affordable accommodation provided through council advice, support and partnership working created and through the use of council owned land and assets.		Not yet available	TBC	N/A					This is a new performance measure that will be collected from quarter 3.

## Strategic Theme - Delivering Together

**Our Outcome:** To bring customer services closer to the resident by making greater use of community facilities such as libraries and to use technology to enhance our existing out-of-hours access to council services.

**Directorate:** Operations & Customer Services

**Lead Member:** Cllrs Hill & S Rayner

**Lead Officer:** Jacqui Hurd / Mark Taylor

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72% (Q2)	70%	GREEN	↑				
OCS59	Cllr Hill	Reduction in avoidable contact with the council	58%	54% (Q2)	Less than 40%	AMBER	↓				This is an annual target. Q2 target is 49% so we are 5% off this. We continue to work with services to reduce the amount of avoidable contact.
OCS60	Cllr Hill	% of complaints upheld	39%	35% (Q2)	27%	RED	↑				This is an annual target. To date the Council has received 380 complaints, 134 of which have been upheld or partially upheld. In 2015/16 there were 311 complaints, of which 99 were upheld (31.8%). We are 4% below the 2015-16 actual. The Council's complaints policy has recently been refreshed, and more complaints are now being channelled via the central Complaints Team, giving increased visibility of complaints across the Council.
146 OCS52	Cllr Hill	Number of people signed up to 'My Account'	N/A	4,315	15,000	RED					Q2 figures covers 19/05/16 to 05/10/16 and includes those pending activation by customers. As in OCS51, the Digital Channel is relatively new and to date little promotional work has been done. There are currently three services on this platform and many more will be added in the coming months. Despite this, 50% of Green Waste transactions are now carried out via the Digital Channel and around 1000 new accounts are already being set up each month. This is an ambitious target, however we expect to be close to achieving this by year end.
OCS61	Cllr S Rayner	Deliver 8 additional Council Services through libraries by March 2019	N/A	6	8	GREEN	↑				
OCS62	Cllr Hill	Number of first time contact resolutions	N/A	89.50%	83%	GREEN	↑				
OCS63	Cllr Hill	Calls answered in under one minute	76.20%	78.1% (Q2)	80%	AMBER	↑				Q2 performance is an improvement on Q1 performance of 75.1% and we are 1.9% ahead of 2015-16. Additional resource has been recruited and started in October and extra focus is being placed on avoidable contact which will reduce overall call volume and help achieve this target going forward.

OCS64	Cllr Hill	Take up of Customer Service Centre (CSC) services out of hours	71,636	36,535	80,000	GREEN	↑			
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**Our Outcome:** To improve service delivery by implementing and benchmarking against best practise learned internally, nationally and internationally as well as exploring ways of delivering services differently to improve outcomes for residents

**Directorate:** Corporate & Community Services / Operations & Customer Services **Lead Member:** Cllrs Hill & Saunders

**Lead Officer:** Jacqui Hurd / Rob Stubbs

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72% (Q2)	70%	GREEN	↑				
CCS42	Cllr Saunders	Council unit cost compared to other unitary councils (Annual measure)	907	907	907	GREEN	↔	1st out of 56	CIPFA - based on 2016/17 data	Windsor & Maidenhead	This is an annual measure.

**Our Outcome:** To work with all our partners in the private, public and voluntary sector to deliver the best outcomes for residents and to localise decision making by devolving powers to organisations and individuals.

**Directorate:** Corporate & Community Services / Operations & Customer Services **Lead Member:** Cllrs S Rayner, Rankin & Bicknell

**Lead Officer:** Kevin Mist / Rob Stubbs / Ben Smith

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS65	Cllr S Rayner	Number of volunteers supporting council services	4,150	4,180 (Q2)	4,500	GREEN	↓				
CCS55	Cllr Rankin	Level of external investment secured to support the improvement and development programmes for the town centres	£941,112	£764,982 (Q2)	£840,000	GREEN	↑				
OCS66	Cllr Bicknell	% of Flood Schemes delivered (Annual measure)	86% scheme delivery	N/A Annual Measure	85% scheme delivery	N/A					Cabinet Flood Monitoring targets (in addition to Schemes Delivered, we also measure); * Spend 85-89% (actual 2015/6 - 86%, target 2016/17 - 85%) * SUDS (Sustainable drainage systems) 85-89% within statutory timescale (actual 2015/16 - 74%, target 2016/17 - 85%). Flood Liaison Group meets quarterly and agrees cross-partner actions with parishes, Environment Agency and Thames Water.



## Strategic Theme - Equipping Ourselves for the Future

**Our Outcome:** To invest in learning and development for our staff and ensure our workforce is multi-skilled.

**Directorate:** Adult, Children & Health Services

**Lead Member:** Cllr Targowska

**Lead Officer:** Terry Baldwin

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
ACH40	Cllr Targowska	% of statutory training requirements for employees delivered (Annual measure)	New for 2016/17	N/A	TBC	N/A					Data not available until the end of financial year (March 2016).
ACH67	Cllr Targowska	Staff satisfaction levels	42.60%	45% (baseline)	60%	RED					The base line for 2016 is 45% and the target, by end of 2016/17, is 60% (increasing to 80% by end of 2017/18).
ACH68	Cllr Targowska	Level of staff turnover - % of staff turnover	17.48%	18.23% (Q2)	Between 8% to 16%	RED	↑				The council constantly undertakes detailed analysis of exit data and is implementing a range of measures to support a reduction in staff turnover including extensive learning and development programme.
ACH68b	Cllr Targowska	Level of staff turnover - % of staff voluntary turnover	13.65%	13.52% (Q2)	Between 4% to 12%	RED	↑				See above.

**Our Outcome:** To progress the digitalisation of the council's systems to further develop the ambitions for a 24/7 council as well as promote joined up working across the council to help engender a "tell us once" ethos, improving outcomes for residents.

**Directorate:** Operations & Customer Services

**Lead Member:** Cllr Hill

**Lead Officer:** Jacqui Hurd

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance					Benchmarking			Commentary (if performance is not On Target)
			Last year's Actual	Current Actual	Target	RAG status	DOT	Position	Family Group	Best performing LA	
CCS50	Cllr Hill	Resident satisfaction with service received from the council (Annual measure)	61%	72% (Q2)	70%	GREEN	↑				
OCS59	Cllr Hill	Reduction in avoidable contact with the council	0.58	54% (Q2)	Less than 40%	AMBER	↓				This is an annual target. Q2 target is 49% so we are 5% off this. We continue to work with services to reduce the amount of avoidable contact.
OCS60	Cllr Hill	% of complaints upheld	0.39	35% (Q2)	0.27	RED	↑				This is an annual target. To date the Council has received 380 complaints, 134 of which have been upheld or partially upheld. In 2015/16 there were 311 complaints, of which 99 were upheld (31.8%). We are 4% below the 2015-16 actual. The Council's complaints policy has recently been refreshed, and more complaints are now being channelled via the central Complaints Team, giving increased visibility of complaints across the Council.

OCS52	Cllr Hill	Number of people signed up to 'My Account'	N/A	4,315	15,000	RED					Q2 figures covers 19/05/16 to 05/10/16 and includes those pending activation by customers. As in OCS51, the Digital Channel is relatively new and to date little promotional work has been done. There are currently three services on this platform and many more will be added in the coming months. Despite this, 50% of Green Waste transactions are now carried out via the Digital Channel and around 1000 new accounts are already being set up each month. This is an ambitious target, however we expect to be close to achieving this by year end.
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**Our Outcome:** To better use digital and mobile technology and deliver against the council's Transformation Programme.

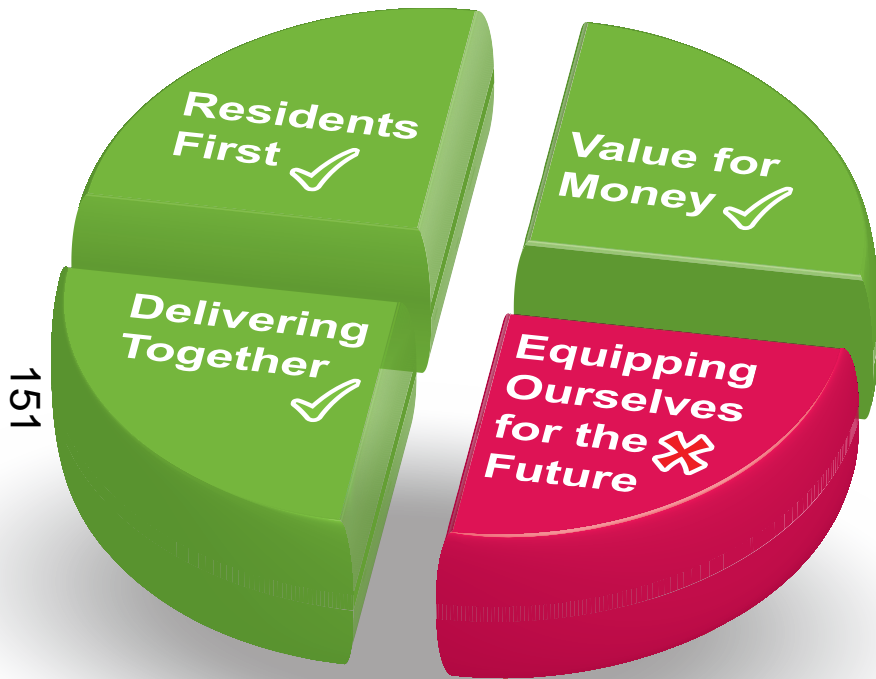
**Directorate:** Adult, Children & Health Services / Operations & Customer Services **Lead Member:** Cllrs Hill & Coppinger

**Lead Officer:** Jacqui Hurd / Angela Morris

Ref.	Lead Member	Key Performance Indicators (KPI)	Performance				Benchmarking			Commentary (if performance is not On Target)	
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149 OCS52 Cllr Hill	Cllr Hill	Number of people signed up to 'My Account'	N/A	4,315	15,000	RED					Q2 figures covers 19/05/16 to 05/10/16 and includes those pending activation by customers. As in OCS51, the Digital Channel is relatively new and to date little promotional work has been done. There are currently three services on this platform and many more will be added in the coming months. Despite this, 50% of Green Waste transactions are now carried out via the Digital Channel and around 1000 new accounts are already being set up each month. This is an ambitious target, however we expect to be close to achieving this by year end.

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# Performance Infographic Summary



**Key:**

- Residents First
- Delivering Together
- Value for Money
- Equipping Ourselves for the Future
- ✓ On Target
- ✗ Off Target
- ~ Just short of target



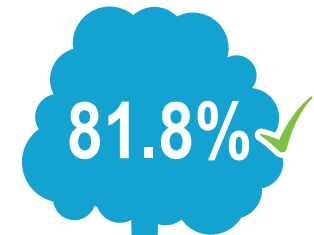
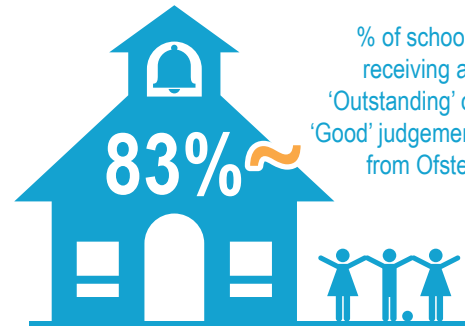
583,938 ✓

physical and virtual visits to libraries and museums



6,205,028 ✓

footfall in town centres (both Windsor & Maidenhead)



residents satisfied with parks and open spaces



13.52% ✗

Level of staff turnover - % of staff voluntary turnover



permanent admissions to residential or nursing care for those over 65



# Agenda Item 9

## WORK PROGRAMME FOR LEISURE, CULTURE AND LIBRARIES OVERVIEW AND SCRUTINY PANEL

**24 JANUARY 2017**

REPORT	AUTHOR
Additional Library – Report of Consultation & Feasibility Studies – Mark Taylor	Mark Taylor
Delivering Differently in Operations and Customer Services – Future Provision of Customer and Library Services	Simon Fletcher
Work Programme	Panel clerk
TASK AND FINISH	
None	

ITEMS ON THE CABINET FORWARD PLAN BUT NOT YET PROGRAMMED FOR A SPECIFIC SCRUTINY PANEL MEETING

REPORT	AUTHOR

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

REPORT	AUTHOR

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