

## 2. Community Panel (October 2001)

In a survey to the Canterbury District Community Panel in October 2001, 55% of people thought sports pitches were well provided for in the district compared with 30% who did not.

When broken-down by age, the 36-45 age group seemed to be the least satisfied with sports pitch provision with 40% of this age group saying that sports pitches were not well provided for.

In the same survey residents were asked how important sports pitches were to them, the results were:

1= very important 5=not important

Rating	1	2	3	4	5
%	10	13	24	17	28

Overall sports pitch provision seems to be a moderately important issue but again when broken-down by age, it is more important to younger age groups (18-45 year olds).

## 3. All Together Now Survey (May 2002)

A survey was sent to every household in the district as part of the consultation on the Canterbury District Community Strategy. As part of the "culture" section of the survey residents were asked to select three activities/facilities they thought were most important to them in making somewhere a good place to live and which most needed to be improved. Out of a list of 22 leisure and cultural facilities/activities playing fields/outdoor sports facilities was ranked as tenth in terms of what is important to people but the second highest in terms of what most needs to be improved. It is noteworthy that the top priority in terms of improvement was leisure facilities for young people. This supports the findings from a lot of work undertaken by the Community Development and Leisure and Culture services over the last few years.

The top 10 priorities in terms of importance and improvement were:

Most Important	Most needs improving
1. Visiting the countryside	1. Leisure facilities for young people
2. Libraries	2. Playing fields/outdoor sports facilities
3. Performing arts venue	3. Cycle routes
4. Cafes and restaurants	4. Children's play facilities
5. Visiting the coast	5. Libraries
6. Leisure facilities for young people	6. Top class sports stadium/venue
7. Cinema	7. Live music venue
8. Swimming pools	8. Municipal parks
9. Festivals and events	9. Festivals and public events
10. Playing fields/outdoor sports facilities	10. Cinema

## **Conclusions**

From these three surveys, the following broad conclusions can be drawn:

- Playing fields/outdoor sports facilities are a high priority in terms of improvement;
- There is very high usage of parks, open spaces, play areas and other community recreation facilities and activities;
- Younger age groups (18- 45) are more likely to use outdoor sports and leisure facilities and are more concerned about future provision;
- Overall, sports pitch provision is a moderately important issue to people
- Facilities for young people is a priority

## **Appendix 7 Canterbury District Community Panel (meetings for Canterbury & Rural and Coastal) - March 2003**

### **"The future of Sports Pitches in the Canterbury District"**

#### **Community Panel meeting – Wednesday 26 March @ The Marine Hotel, Tankerton**

Q1. Should CCC run and manage Sports Pitches?

- ↙ Yes, Council should run, facilities will disappear if we don't
- ↙ BUT, some pitches do not appear to be used at all – should keep them as open spaces but not necessarily sports pitches
- ↙ Bandstands!
- ↙ Costs – we don't cover costs in terms of fees charged
- ↙ But if increase fees, may exclude people
- ↙ Is quality linked to usage?
- ↙ Were toilets at Westmead. Do need toilets at these facilities, especially with children
- ↙ What about wardens/park keepers?
  - Would help to keep areas tidy and stop vandalism
    - Could we use civic wardens?
    - Might offset costs of damage and vandalism
- ↙ Would also make these spaces feel safer
- ↙ Very dangerous with broken glass
- ↙ Why don't dog wardens patrol these spaces?
- ↙ What about people living on site? May deter anti-social behaviour like drug use, drinking in park
- ↙ Police give this kind of anti-social behaviour a low priority
- ↙ People on community service could help more to clean up parks
- ↙ In France – you have to pay to use park – we're lucky we don't
- ↙ Provide too many pitches – the ones that are being used should be invested in
- ↙ BUT, what about casual use? Difficult to monitor if people are unofficially using the pitches – a warden may help

- What about providing ramps for skateboarders, bmx bikes
- What about getting sponsorship to help pay for these facilities – or from local developers?

Q2. How should we use these spaces in the future?

- Not many facilities in these spaces, what about seats, working gardens (for educational purposes)
- Bandstand in Whitstable
- Are these spaces closed at night?
- Central facility in Whitstable
- Too much vandalism
- CCTV – better lighting
- Better facilities for teenagers
- Improved parking
- Refreshment kiosk/toilets (combined facility)
- Wardens house
- Toilets – charge, but free access to residents
- Hard perimeter path – buggies/wheelchairs
- Greater usage □ less vandalism
- Summer fairs
- Obstacle courses
- Events in parks/sports areas (focal points)
- Concerts
- Alcohol? Problem

**PRIORITIES**

<b>Hard paved areas – better access</b>	<b>6</b>
<b>Refreshments/toilets – let as franchise (at no extra</b>	<b>5</b>

<b>cost)</b>	
<b>Supervision – stopping vandalism/dog fouling and reporting of problems by all council staff, parking wardens, SERCO etc</b>	<b>5</b>
<b>Confidential phone lines for public reporting</b>	
<b>Rationalise □ high usage – maintain low usage – less formal</b>	<b>3</b>
<b>Community Service Order – use people to clean up sites</b>	<b>2</b>
<b>Promote sites – “Use it or lose it”</b>	<b>0</b>
<b>Events/concerts (at no extra cost)</b>	<b>0</b>

### **“The future of Sports Pitches in the Canterbury District”**

**Community Panel meeting – Thursday 20 March @ The Chaucer Hotel, Canterbury**

- **Why review specifically sports pitches and not open spaces?**
  - **We’ve done a review of open spaces**
  - **Did think about cutting budget**
- **The council should do more publicity around sports pitches -Didn’t know all these sports pitches exist!**
- **Canterbury City gets all the facilities - What about the villages?**
- **Woolage village has no facilities at all provided by CCC. Any facilities locally are provided locally**
- **Should diversify use – for the broader community**
- **Expensive to rent pitches**
- **Some pitches don’t get used much – may be too many facilities**
- **Some pitches lack facilities and need updating**

- **Victoria and Thannington could be adequate for Canterbury?**
- **What happens to money from rent?**
- **CCC only interested in cricket**
- **Toddlers Cove – not easy to get to – Community safety issues eg. Poor access and lighting, strange men.**
- **Why don't play areas have fences around them?**
- **Dog mess, syringes – big problem in open space**
- **Need inspectors – make people feel safe**
- **Nice to have open space in the City**
- **St Stephens – very well used – feels safe. The more these open spaces are used the safer they become.**
- **Like seeing people using it – but parking is a problem at St Stephens. Couldn't get an ambulance in if there was an accident**
- **Lack of funding for villages**
- **Conditions of pitches are bad.**
- **Parishes do provide facilities**
- **Chartham – nothing for smaller children – need new development**
- **Children lucky – lots of fields and woods**

Q1. Should CCC run and manage Sports Pitches?

- **Yes, because it might exclude people if owned by sports clubs/schools etc**
- **If clubs invest they will expect to have control of usage**
- **What do other Councils do? Will visit Bromley, Sevenoaks, Tonbridge**
- **Should look at Councils who don't have much money**
- **Could reduce the numbers of facilities and invest in a couple**
- **BUT, people might not like it if facilities are taken away would need to carefully explain the benefits of reducing the number of facilities**

- ↘ **How would these open spaces be managed if sports pitches are taken away? – Also, could lead to more social problems e.g. anti social behaviour like drug use**
- ↘ **Problem with contract but could be maintained at a lower level**
- ↘ **CCC hasn't really thought about someone else owning pitches. But the management is a possibility.**
- ↘ **Sports clubs could maintain areas - but what about the quality of maintenance? Also, what about access?**
- ↘ **University facilities – can be used for public use**
- ↘ **Could work in partnership with other sports pitch providers e.g. could have a shared website**
- ↘ **Important that pitches can be used informally**
- ↘ **Should have BBQ areas**
- ↘ **Need to attract people to use areas because they become safer**
- ↘ **Should have a minimum level of quality –**
  - they are inspected and things are meant to be improving.....
- ↘ **People should be informed of what the standards are**
- ↘ **What about quality standards?**
- ↘ **Important the Council owns open spaces – helps build a feeling of community.**
- ↘ **If well maintained, people have pride in these areas and look after them**
- ↘ **Someone living on these sites might help. Bring back park keepers.**
- ↘ **What about CCTV?**

**Q2. How should we use these spaces in the future?**

- ↘ **Should not be built on**
- ↘ **Toddlers Cove – should be manned eg. café**
- ↘ **Kingsmead – will there be open space? If new sports facilities – need to think about the impact on existing facilities**
- ↘ **Could move Toddlers Cove to Kingsmead**

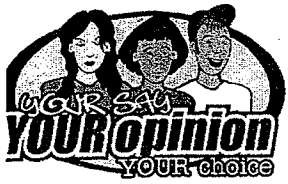
- ↘ **Signposting – make sites more of an attraction for visitors – and provide better information.**
- ↘ **Council website – what information is there in relation to sports pitches, parks and open spaces? Needs to be improved.**
- ↘ **Tennis courts? Shouldn't just focus on cricket and football**
- ↘ **Shouldn't cut budget – need to attract more users/visitors and think about income generation**
- ↘ **Should Organise activities – people will pay for them**
- ↘ **Could utilise Park & Ride to drop off at open spaces. And advertise! (on the buses) – Free cup of tea**
- ↘ **Tannery site – concern that no open space is planned**
- ↘ **Council should link up with developers. Council does get money from developers for community facilities**
- ↘ **New proposed cycle routes?**
  - **try to link schools, stations, playing fields etc. Should be linked to facilities**
- ↘ **Need to look at bigger picture. Having an environment that encourages people to use open spaces**
- ↘ **New uses**
  - **Skate boarding**
  - **Mountain biking – only need small area**
  - **Baseball**
  - **Climbing wall**
- ↘ **Rather than sports “pitches” – shouldn't be so specific. Should work at wider use**
- ↘ **Doesn't have to be organised. Could just mark out areas**
- ↘ **Jogging track around pitches/bike track**
- ↘ **Outdoor “gym” facilities**
- ↘ **Rollerblading**
- ↘ **BUT, must maintain any new facilities**
- ↘ **Could alter Serco contract to look after any new facilities**

- **Speak to young visitors – language students who may be staying in the city for a few months**

**PRIORITIES**

<b>Diversity of uses – fireworks, minority sports, markets, BBQs</b>	<b>6</b>
<b>Improving community responsibility, community involvement (self policing)</b>	<b>3</b>
<b>Security/Health &amp; Safety</b>	<b>3</b>
<b>Maintenance</b>	<b>3</b>
<b>Publicity, leaflets, direction signs – A to Z, District Life</b>	<b>2</b>
<b>Accessibility (routes)</b>	<b>1</b>
<b>'Facilities' – refreshments to encourage usage</b>	<b>1</b>
<b>'Specialist' 'Centres of Excellence' sites – all weather, spectator facilities, changing/training areas</b>	<b>1</b>
<b>More resources □ (QoL, benefits)</b>	<b>1</b>
<b>Not build on</b>	<b>0</b>
<b>Events, hiring out, revenue</b>	<b>0</b>

**Appendix 8 Young Consultants Initiative - April 2003**



## Community Development Service



### Young Consultants Scheme notes SPORTS PITCH SCRUTINY

Seven young consultants aged between 12 and 18 from Spring Lane and Broomfield attended the meeting at Spring Lane Neighbourhood Centre, 5pm Tuesday 8<sup>th</sup> April. (Three boys and four girls).

The following is a summary of the discussion:

#### **Use of sports pitches**

Just one of the girls uses sports pitches – as she plays football. None of the other girls use pitches at all.

All three boys use sports pitches for:

- Football
- Dog walking
- Tennis
- Cricket
- Meeting friends

#### **Sports clubs**

None of the young consultants are members of sports clubs, other than those organised through school. They would be interested in clubs that offered ad-hoc sessions, so that they didn't have to commit to being a member, but could turn up and join in whenever they felt like it.

The young people thought that there was a lack of information available about sports clubs. One had tried to join a club but couldn't get in.

#### **Reasons for not using pitches**

- Litter
- Graffiti
- Large groups of young people – intimidation
- Needles
- No supervision

#### **Charges for use – by either sports clubs or CCC**

All the young consultants agreed that CCC should carry on managing the pitches so that they remain free to use – as there are very few places you can go without being charged. They did not want sports clubs to take ownership, as they might start charging.

#### **Personal safety**

The young consultants wanted improved lighting and staffing for the open spaces – such as detached youth workers, who can be approachable, organise activities and also provide a supervisory presence.

### **Facilities that should be provided at sports pitches**

- Rugby posts – so that ad-hoc games can be played
- Hockey pitches
- More community buildings – to provide café/info/supervision for the sports pitches
- Basketball courts
- More shelters / seating
- More toilets (often closed)
- Bike tracks
- Assault courses
- Skating facilities
- Climbing wall

### **Activities that should be provided**

The young consultants were keen that the existing pitches are better used – by attracting people to the spaces by holding:

- Events
- music concerts (chart bands etc)
- fireworks displays
- organised activities for young people – such as drama, arts, and music sessions
- organised games and sports – such as rounders, tug-of-war, baseball, football,
- family activities – by providing equipment for crazy golf, bbq's, football, tennis etc.

They particularly wanted these activities during the school holidays.

### **Alternative uses**

- Build music venue
- Build ice rink
- Bowling alley

These could be possibilities for some of the pitches, as long as there was an alternative open space nearby that could be used.

### **Information**

The young consultants agreed that there is not enough information about activities for young people. The Council website needs more information on leisure and other youth activities – perhaps with pages specifically for this age group. They would also like to receive information through their schools – this is the best way to reach them.

**Appendix 9 Meeting Notes of Meeting with Sports Groups - January 2003**

**CANTERBURY CITY COUNCIL**  
**COMMUNITY SERVICES SCRUTINY COMMITTEE**  
**SPORTS PITCHES REVIEW**

**Minutes of a Meeting of the**  
**held on Tuesday 14 January 2003**  
**at 6.00pm**

**The North Room, Christ Christ Centre, William Street, Herne Bay.**

**Present:** Councillor Oakes (Chairman)  
Councillors Todd and Walker  
Rebecca Booth - Senior Administrative Officer  
Ian Brown - Lead Officer  
Nick Karlake - Service Manager

Lyn McDaid - Committee Administrator

The following attended for the first part of the meeting:-

Don Ansted - Sport Canterbury

Alan Blagden - Lockley Bowyer FC

Alan Bensted - Brett League and AKCC (Canterbury)

Bill Brade

Mike Curd - Beltinge Cricket Club

Nell Grigg-Spall - Cultural Development Officer (Sport) for part of the meeting

P McDowell - Choughs Cricket Club

Mike Pearson - Canterbury District Development Development Officer, Kent Cricket Board

Chris Sear - Serco

Nigel Stevenson - Choughs Cricket Club

Keith Vaughan - Canterbury & District League Football and East Kent Youth Football

Lawrence Wilson - Canterbury Christ Church University College

**1 JOINT MEETING OF THE PANEL WITH SPORTS GROUPS**

The Chairman welcomed everyone to the meeting and explained the purpose of the Review.

Ian Brown explained his role as Lead Officer for the Review. He stated that it was hoped that there would be an options report available by March 2003.

Mike Pearson referred to a similar meeting as this which had been held last May in the Westgate Hall. It had been agreed at that meeting by the sporting organisations represented that they would give up certain pitches. It had also been suggested that a liaison committee should be formed. He asked if the suggestions made at that meeting had been forgotten about.

Ian Brown advised that the idea of the Review was to consider various options for provision of pitches. The suggestions made at the previous meeting would be reviewed by Members. However, it was the Members' intention to look at all the resources that were available and consider whether there were any better ways of dealing with sport pitch provision. He confirmed that nothing had been progressed in terms of closing down pitches since the May meeting.

Nigel Stevenson asked how many people were present at this meeting from cricket and football organisations. He was advised that there were six people representing cricket clubs and four people representing football clubs. He stated that at the May meeting there had only been one person representing all the football clubs. Councillor Walker advised that the Panel wished to hear from anyone who would like to express a view.

Nigel Stevenson requested any updated information on the Victoria Recreation Ground. He stated that there had been no investment there for a number of years and investment was desperately required.

Mike Pearson stated that his Board wished to get more children involved in cricket, however, there were no suitable cricket pitches in the district. He felt the Victoria Recreation Ground's changing rooms needed to be upgraded and the pitches updated. At the moment he had to use private schools facilities instead. His Board also wanted to encourage girls' cricket. He stated that if Canterbury High School took over the pitches at the Victoria Recreation Ground, he could see that there would be public access problems. He also requested further information on this matter.

Mike Pearson asked why Canterbury High School had not been invited to this meeting.

Nick Karlake advised that discussions were on-going with Canterbury High School but he had nothing further he was able to report.

Councillor Todd stated that the Panel needed to know what facilities were required in the district and needed to determine how they could best be provided. He stated that since the May meeting the Council's style of Government had changed. He stated that in the past all Whitstable clubs had been charged the same amount which he felt was unfair as one of the club's had taken over the responsibility for everything at their ground. He had been able to obtain a concessionary rate for that club.

Nick Karlake explained that after the May meeting he had written a draft report but unfortunately had then had an extended period of sickness absence. Members had then agreed that there should be a scrutiny review on this subject. He advised that the Council had now received a grant to enable it to undertake a sports strategy.

Councillor Walker advised that in the past the Council had undertaken a Star Chamber exercise. As a result £20,000 had been deleted from the sports pitches budget. He stated that his aim was to provide good facilities at a reasonable cost.

Ian Brown reminded the organisations of the pitches which they had suggested last May could be closed. He stated that when the Council had considered these suggestions, they had voted against the closures because of the public opinion which had been expressed. The pitches had therefore stayed open. He reminded the organisations that there was now a new Serco contract in place. He asked the

organisations if they still felt that the same pitches should be closed as they had previously suggested.

Mike Pearson stated that the organisations had not wanted the pitches to close but had agreed to their closure to assist the Council in its efforts in saving money. They had thought that in return for these closures, the Council would be spending more money on existing pitches.

Keith Vaughan felt that the football pitches were for men rather than youths as they were too big for youths. He felt that the condition of the pitches was better than it had ever been but that changing rooms were not suitable for shared use between men and youths. His league used local schools on a Sunday rather than the Council's pitches.

The Chairman asked how many youths wished to use pitches. He was informed that there were 16 clubs and there were 98 teams between them. He was then informed that as there were no smaller pitches available, the teams would only use the Council's pitches as a last resort. It was 11 to 16 pitches which were required.

Councillor Brade stated that he wanted more youth football provision in the district. He stated that he was unsure if the review would be prepared to close pitches, improve others or if they would be prepared to identify a new site. This would mean that youth football could be removed from men's football.

Nigel Stevenson advised that different pitches were also required for youth cricket.

Chris Sear stated that he recognised the Panel had a difficult job. The Government's guidance was that pitches should be saved. However, the Council needed to save money. In addition, there was a split usage between cricket and football and whilst some grounds had both facilities, cricket and football required different specifications which made overlapping use difficult. Youth football needed smaller pitches and some mini soccer sites were also required. It appeared to him that the main problem was the changing room facilities and that there was no money available from the Council to invest and improve existing pitches. He stated that in the past mini soccer pitches had been laid out at no cost to the Council. He reminded the Panel that in the past, the Council had tried to encourage youth use by reducing their fees. He could now produce figures to show that junior usage was 75% of the pitches used on Sundays. He felt that the Council were now losing income and could therefore increase the youth charges.

Councillor Todd felt that the Council actually overcharged for the use of its pitches as they should be considered an amenity. He asked if anyone had considered the usage of the St Stephen's site. He suggested that facilities might need to be redistributed which could enable all junior provision to be put on one site.

Keith Vaughan said that he felt that self-help was the way forward but it was a question of being able to obtain necessary land. Councillor Todd agreed and felt that we should all be working together to achieve this.

Nigel Stevenson stated that complaints had been made about the condition of Victoria Recreation Ground since the 1950s but nothing had been done to the ground since then.

Councillor Brade suggested that a not for profit making company could be established to look after sports pitches as had happened for the leisure facilities.

Nigel Stevenson stated that the new provisions at Thanington and Spring Lane were excellent. He enquired if these facilities would be provided on the London Road estate. Councillor Todd stated that the Thanington facilities had been provided by Single Regeneration Budget funding and that if other funding became available, similar facilities could be provided on a rolling programme as long as the organisations and the Council worked together.

Mike Pearson advised that cricket clubs required different facilities from football clubs. He thought that the fees charged by Canterbury High School were expensive and he was concerned that if the High School took over the Victoria Recreation Ground the charges that they would introduce could be prohibitive. Councillor Todd thought that this issue could be addressed within the negotiations. Councillor Walker felt that a condition of the lease could be to ensure that the charges must be kept at a reasonable level. He asked what upgrading was required at Victoria Recreation Ground and was informed that both the pitches and the changing rooms needed upgrading.

Nigel Stevenson suggested that the clubs should be allowed to run the pitches themselves. Councillor Walker asked if any club would be prepared to have a lease for their pitch. Nigel Stevenson advised that the Canterbury Choughs were in the process of trying to negotiate a lease with the Council for land at the former St Augustine's Hospital site.

The Chairman asked if any of the clubs used private sector facilities. Mike Pearson advised that his Board did and their facilities were excellent. St Edmund's School and Kent College allowed him to use their facilities free of charge.

Nigel Stevenson stated that it was quite difficult to use state schools as they were not open at the weekend and there was therefore a security issue.

Ian Brown asked if clubs were prepared to take over leases on particular sites would they still allow public access. Nigel Stevenson thought that clubs could hire the pitch out to other clubs and indeed the Choughs had included it within their five year plan. Ian stated that it would be important for the public to still be able to use the sites otherwise if new clubs were formed they could find it very difficult to find a pitch to play on.

Councillor Todd requested officers find details of authorities who had established not for profit making organisations for sports pitches. Councillor Brade advised that Wycombe Council had.

Nigel Stevenson stated that he felt that leases with the Council should be more open as the Canterbury Choughs proposed lease states that the land should be used for cricket purposes only. He would like to be able to provide other facilities there ie bowls or archery when the pitches were not being used for cricket.

Councillor Walker asked if any of the organisations knew of anyone who would like to start from scratch on a new site. Keith Vaughan stated that his leagues would love to be in that position.

Chris Sear advised that football received more revenue from the Council than cricket. He advised that there were problems with the St Stephen's pitch relating to access, parking and facilities. He advised that in the past Radfall Cricket Club had been operated on a self-help basis but that this had now fallen apart. He was advised that

this was because Radfall had not had a youth policy which was essential to keep a club going. He felt that the Beltinge Cricket Club had also ended up with only one person being prepared to undertake any of the work.

Keith Vaughan suggested that an alternative would be for the football league to take on the lease rather than individual football clubs.

The Chairman then asked if there were any recent complaints about Serco's performance. He was advised that this appeared to have improved.

Lawrence Wilson stated that he felt there should be common good practice established for all public/private/charitable sports pitch provision. Councillor Brade replied that if a non for profit organisation was established, the Board would be made up of people from all walks of life.

Councillor Walker advised that the Panel needed to look at practices in other well run authorities to see how they were managed.

The Chairman stated that Pfizer offered excellent facilities.

Ian Brown suggested that a similar meeting as this could be convened with young people to see where they would like provision to be made. Mike Pearson stated that he felt that this would be a worthless exercise.

A discussion then took place upon cricket not being taught in schools.

Nell Grigg-Spall stated that she had organised some mini-soccer tournaments and was attempting to involve primary schools in cricket and other sports. Mike Pearson stated that a number of primary schools did not have pitches and suggested that the facilities near Kingsmead could be upgraded so that Canterbury schools could share these facilities.

Councillor Walker asked if facilities were to be upgraded what fee clubs would be prepared to pay.

### **Concluding remarks**

Councillor Oakes thanked groups for attending and welcomed their input.

Ian Brown stated that he had ascertained from this meeting that further investigations needed to be undertaken into possibilities of future investment in sites, how usage could be increased, a funding strategy and how external funding could be obtained. He advised that in due course notes of this meeting would be circulated to ensure that any ideas had not been missed. He hoped that it would be possible during the review process to call another meeting of this Group. It was also intended that the Panel would be talking to other interested groups such as schools. If any of the organisations thought of anyone else that the Panel should be speaking to, they were requested to let Ian know. He repeated that the Options report should be available by March and stated it was intended that the organisations would be consulted for their views on that document.

Mike Curd stated that in his opinion the way forward would be for facilities to be improved and for charges to be increased as Sevenoaks Council had done.

## Appendix 10 Sports Fees Comparisons

## Sports Fee Comparison 2003/04

	Football	Cricket
<b>Canterbury</b>		
with dressing room & shower	36.78	35.96
with dressing room only	31.73	33.37
without dressing room	30.20	28.55
Junior	9.10	8.81
Self Help Concession	75% of the above	
<b>Swale</b>		
with dressing room & shower	42.70	39.15/42.25
with dressing room only	36.60	n/a
without dressing room	23.70	n/a
Junior with dressing room & shower	9.80	
Junior with dressing room only	8.50	
Junior without dressing room	5.80	
<b>Maidstone</b>		
with dressing room & shower	50.20	n/a - no cricket
with dressing room only	n/a	
without dressing room only	41.30	
	17.00	
<b>Ashford</b>		
Adult	41.20	n/a
Junior	15.45	n/a
<b>Shepway</b>		
with dressing room & shower	45.00	24.00/65.00
with dressing room only	n/a	n/a
without dressing room	n/a	n/a
Junior	50% of the above	
		12.00/32.50
<b>Thanet</b>		
with dressing room & shower	33.60	40.00
Junior	18.00	18.00

# Appendix 11 Comprehensive Performance Assessment - Key Recommendations

# Canterbury City Council

## Provision of clean, green and safe public space

*December 2002*

**Name of Inspection team leader: Steve O'Donovan**

For more information please contact

**Comprehensive Performance Assessment Project Team**

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## Framework for the Provision of clean, green and safe public space inspection –

The White Paper *'Strong Local Leadership – Quality Public Services'* acknowledges the importance of strong leadership in local government:

*"High quality council services rely on strong corporate governance from their political and administrative leaders. Where individual services fail the reason often lies in political or administrative shortcomings at the heart of the organisation."*

For this reason Corporate Assessment (CA) is an important component of the Comprehensive Performance Assessment (CPA). It sits alongside service and audit assessments in providing key information to feed into the comprehensive assessment framework. Its aim is to assess community leadership as well as corporate arrangements and capacity to support services in delivering improvements. The outcome of the CA is one judgement about proven capacity to improve. The methodology for CA has been developed from the following tried and tested approaches.

Corporate Assessment seeks to answer four fundamental questions which are underpinned by specific themes:

- 1 – What is the council trying to achieve?
  - ◆ Ambition
  - ◆ Focus
  - ◆ Prioritisation
- 2 – How has the council set about delivering your priorities?
  - ◆ Capacity
  - ◆ Performance management
- 3 – What has the council achieved / not achieved to date?
  - ◆ Achievement
  - ◆ Investment
- 4 – In light of what has been learnt, what does the council plan to do next?
  - ◆ Learning
  - ◆ Future plans

Appendix 1 sets out the work that has been done by the Audit Commission's Corporate Assessment Team (CAT) to assess the council's performance against these themes. Each of the themes have been given a score between 1 and 4, based on the following scale:

- 1 – Very weak: few or no identifiable strengths
- 2 – Fairly weak: some strengths, but on balance these are outweighed by weaknesses
- 3 – Fairly strong: some weaknesses, but on balance these are outweighed by strengths
- 4 – Very strong: few or no identifiable weaknesses

The scores for the themes will be used to inform the overall judgement:

**What is the council's proven capacity to improve?**

## Summary of judgements

- 1 The Council developed its first Corporate Plan in 2000 and this covered the period 2000-2003. The Plan is clear and targeted and together with the financial strategy has been used to shape the delivery of the Council's priorities over the last three years. However, when the Council reprioritised its budgets in 2000 some decisions were not thought through in sufficient detail and had to be reconsidered. The majority of the Council's aims and plans are clear. However, plans for parks, playing fields and children's play have not been prepared. These services are priorities for local people.
- 2 The Council has a well regarded Chief Executive and staff morale in the Council is good. The Council has a well developed system of service planning and staff performance and development appraisal systems are used. The Council has set up a number of corporate officer groups, for example the Key Strategies Group which have been introduced to ensure the Council develops consistent and co-ordinated plans and strategies.
- 3 The Council works effectively with partners both at a local and regional level. The Council has been active and successful in attracting external funding through grant aid and sponsorship, but needs to assess the risks and prepare its response for when this external funding ceases.
- 4 The Council has well developed systems in place to measure and monitor its performance both through the annual Best Value Performance Plan (BVPP) and individual service plans. Councillors receive regular reports using an effective traffic light system to highlight how the Council is performing against the national performance indicators. The Council has used best value effectively and early reviews were targeted on services which were not performing to the required standards. The action plans arising from best value reviews (BVR) are generally being implemented and monitored, but the action plan arising from the open spaces BVR has not been progressed.
- 5 The Council adopted the Leader and Cabinet model of governance in May 2002. The new arrangements are still developing, but it is clear that the delegation arrangements to councillors would benefit from an early review. The Council has recognised the risk it faces from having no overall political control by introducing cross party working on key strategic issues. We would reinforce the importance of this to the longer term success of the Council.
- 6 Public spaces are generally clean and well maintained. Recycling levels are good when compared to similar councils nationally and the introduction of the doorstep collection of recyclable materials to all residents in November 2002 should greatly increase this success. The new environmental contract which commences in 2003 is innovative and payments will be linked to performance. With active management by the Council this contract should ensure that services improve for the future. Residents' satisfaction with the services which impact upon public spaces is generally good. But, there is poor satisfaction with sports pitches and the Council has, in the past, failed to consult effectively on the future provision of pitches and on some facilities for young people such as skateboarding. Further development of educational and enforcement activities would help to change residents' behaviour in terms of littering, dog fouling and waste reduction.
- 7 Canterbury City Council is a progressive council with a learning and developing management style. Processes are in place that actively engage local communities to determine future priorities and this is being used to develop the budget for 2003/04. It will be important for the Council to ensure that the views of the community are fed into the development of the next Corporate Plan and Medium Term Financial Strategy which are due to be adopted in May 2003.

## Recommendations

### Corporate

8 We recommend that the Council should:

- ◆ Reconsider the delegation arrangements to councillors in order to avoid unnecessary delays in the decision making process.
- ◆ Consider undertaking further consultation with residents about the longer term strategy for Council Tax beyond 2003/04 and the impacts upon service delivery.
- ◆ Develop strategies that set out how projects which are funded externally are to be sustained once the funding streams finish.
- ◆ Ensure that all projects are subject to a full appraisal prior to commitment. To confirm the impact such schemes will have on meeting the Council's overall aims and priorities and any risks that need to be addressed.
- ◆ Ensure that the Key Strategies Group, Corporate Investment and Funding Team and Performance Management Group roles are clear and consistent in the co-ordination, prioritisation and the monitoring of the delivery of corporate strategies and plans.

### Service

9 We recommend that the Council should :

- ◆ Rigorously monitor and manage the new environmental contract to ensure that it is successful especially in its early phases.
- ◆ Improve the range and quality of opportunities for outdoor leisure and recreation activities provided in parks and public spaces especially for young people by preparing strategies in consultation with residents and for the resultant action plans and budgetary requirements to be included in the Council's Corporate Plans and the Medium Term Financial Strategy.
- ◆ Further develop aims and targets for increased educational and enforcement activities so that over time attitudes to waste minimisation, littering and dog fouling are changed.
- ◆ Reconsider the role that various Council officers who are patrolling the district can play in terms of improving the co-ordination of open spaces management and community safety.
- ◆ Consider setting up an investment fund for improving the Council's leisure centres from the revenue savings which arose from establishing the leisure trust.
- ◆ Assess the take up of services by different user groups particularly for leisure and cultural services. To work with the leisure trust to maximise opportunities for participation and to target service delivery and charges so that the Council's wider social objectives concerning health promotion and social inclusion are met.
- ◆ Ensure that all complaints are systematically recorded and acted upon and that trends are analysed to help to improve services.
- ◆ Develop an action plan for embedding community safety throughout the Council in accordance with Section 17 of the Crime and Disorder Act 1998.
- ◆ Identify, meet and monitor the targets which are the responsibility of the Council and contained within the Community Safety Strategy.

## Appendix 12 Funding Sources

## **Funding Opportunities**

- **The Football Foundation**

The Football Foundation has a single strategy with one combined pot of money to deliver substantial investment into improving facilities. The Foundations goals of promoting social welfare and education by revitalising the grass roots of the national game have been made possible by the commitment and enthusiasm of The FA, The FA Premier League, Sport England and the Government.

The Football Foundations is here to provide sporting facilities and to promote education by;

- A) Putting in place a new generation of modern football facilities in parks, clubs, local leagues and schools.
- B) Providing support for the running of grass roots football
- C) Strengthening the links between football and the community and to harness its potential as a force for good in society

Grant Funding for capital project is a maximum of £1 million and the percentage level of support will be flexible but will not exceed 90%. On revenue projects the Foundation will invest up to £100 000 over a period of five years, this will apply for community, educational and grass roots projects.

Applications may be made by; Local Authorities, Educational Establishments, Football Clubs, Multi Sport Clubs, Charitable Organisations, Companies by limited guarantee, industrial and provident societies, unincorporated not for profit organisations.

The overriding objective of providing grants will be to deliver a new generation of modern facilities in parks, local leagues and schools throughout the country to promote education, recreation and community involvement;

### **EXAMPLES OF SUCCESSFUL APPLICATIONS;**

1. **Ashford Borough Council – umbrella bid to include 4 sites to improve drainage, modernise changing accommodation, improve social facilities and provide junior pitches. Along with constructing all weather-floodlit pitch over an existing tennis courts and all weather floodlit pitch at Julie Rose Stadium.**
2. **Gateshead Metropolitan Borough Council – umbrella bid to include upgrade of existing 5aside facility, demolish existing changing facilities and provide new purpose built changing rooms and at an additional site provide new changing accommodation.**
3. **Ipswich Borough Council – umbrella bid to provide 2 adult pitches, provide a new floodlit all weather pitch and to provide 12 changing rooms for 6 pitches on a different site.**
4. **Bolton Metro Leisure Services – to fund the drainage of 6 football pitches and the refurbishment of changing facilities.**

**Further examples can be seen in PAPER – WORK IN PROGRESS**

The Football Foundation via Nicki Rice (Funding Officer) have confirmed that there exists a current under spend from The Football Foundation in particular in the South East. Umbrella Bids are particularly welcome incorporating a number of facilities.

- **Sport England Lottery Fund**

The lottery was launched in November 1994, Sport England distributes the funds for sport in England via the Sport England Lottery Fund. Lottery funded capital projects range across the whole spectrum of sports facility provision, from local to international, with priority given to projects that benefit the whole community.

Sport England's aims to lead the development of sport in England by influencing and serving the public, private and voluntary sectors. Our aim is;

- More People involved in sport
- More Places to play sport
- More Medals through higher standards of performance in sport

**HOWEVER LOCAL AUTHORITIES CANNOT APPLY TO LOTTERY ONLY VOLUNTARY ORGANISATIONS EG CLUBS ETC**

Priority will be given to projects that;

- Are identified in a strategic plan either locally or nationally
- Benefit young people
- Are in areas of high socio economic deprivation
- Benefit sectors of the community that are under represented in sport for example women and girls etc
- Encourage a partnership approach

**HOWEVER PROJECTS WITH A LARGE FOCUS ON FOOTBALL WILL BE RETURNED AND REFERED DIRECTLY TO THE FOOTBALL FOUNDATION**

- **Rural Revival Fund**

For Capital projects in rural areas with a maximum of funding for £10 000

**THE MOST APPROPRIATE FUNDING AVENUE FOR LARGE AND UMBRELLA PROJECTS APPEARS TO BE THROUGH THE FOOTBALL FOUNDATION.**

## Appendix 13 Playing Pitch Strategy Brief

# Playing pitch strategy for Canterbury District

## - Project brief -

### 1. Introduction

Canterbury City Council wishes to appoint a Consultant to:

Produce a playing pitch strategy, which will guide future provision and management of new sports pitches in the Canterbury area in the context of national policy and local sports development criteria.

This brief sets out the background to this project, its aims and objectives, proposed methodology, timescales, outputs and management arrangements. This brief advocates that the preparation of the playing pitch strategy should follow *Towards a Level Playing Field: A guide to the production of playing pitch strategies*. This document (along with a number of 'tools' to manage the process) can be found on Sport England's website:

[http://www.sportengland.org/whatwedo/places/pitch\\_strategy.htm](http://www.sportengland.org/whatwedo/places/pitch_strategy.htm)

### 2. Background

Over the last few years, the Government has been concerned over the loss of open space and, in particular, playing fields. In the drive towards an urban renaissance, the importance of green space has been highlighted as an important element in creating sustainable communities. The Urban Green Spaces Taskforce report, in 2002, stressed that it is important to look at open space in terms of accessibility, quality and quantity in undertaking any local assessments.

Planning Policy Guidance (PPG) 17: *Planning for Open Space, Sport and Recreation* (ODPM, July 2002) advises local planning authorities (LPAs) to provide the strongest protection for open space, to resist development pressures that could diminish recreational provision and to adopt a strategic approach to the provision and protection of sports facilities. In doing this, '*Local authorities should undertake robust assessments of the existing and future needs of their communities for open space, sport and recreational facilities*' (PPG17, paragraph 1). The accompanying good practice guide, *Assessing Needs and Opportunities: A Companion Guide to PPG17* (ODPM, 2002) gives advice on the undertaking of local assessments, including the use of the playing pitch methodology contained in *Towards a Level Playing Field: A guide to the production of playing pitch strategies*, for developing playing pitch strategies.

Canterbury City Council has recently developed a Local Cultural Strategy for the district, which identified the need for a Playing Pitch Strategy, which would set out the Council's key policies for a service area, which has suffered in recent years from a lack of policy direction. This was picked up recently during the Comprehensive Performance Assessment for the district undertaken by the Audit Commission, which identified the need for a Playing Pitch Strategy and Open Spaces Strategy.

Council Members have also started to look at this area through an internal scrutiny review. The appointed consultants will be provided with all evidence gathered to date, which will contribute to the development of the strategy.

### 3. Aims and objectives

The overall aim of this project is to:

- I. Produce a playing pitch strategy for Canterbury City Council, which includes the development of policy options, an action plan, identification of potential funding streams and the establishment of local standards.
- II. Ensure the integration of the developed strategy within the Council's open space strategy, which is currently being prepared.

The strategy will include the following:

1. A full audit of all playing pitches in the local authority area, including those not available for community use.
2. Full consultation with:
  - clubs
  - leagues
  - schools
  - county/regional governing bodies
  - LA officers (leisure, planning, parks and education)
  - adjoining local authorities (to explore cross-boundary issues)
  - Sport England regional office
  - town and parish councils
  - other providers of sports pitches

using an appropriate mix of consultation methods including postal questionnaires, telephone interviews, face-to-face interviews and focus groups.

Some limited consultation has already taken place as part of the development of the Local Cultural Strategy and the Sports Pitch Scrutiny Review referred to in Section 2.

3. Site visits with quality assessments on all secured community use sites.
4. Gathering and processing of data at the ward/parish level, with their subsequent amalgamation into agreed sub-areas.
5. Application of the playing pitch methodology as set out in Section 4 A1 and A2 of *Towards a Level Playing Field: A guide to the production of playing pitch strategies*.
6. Analysis of the data using the Playing Pitch Model, including model scenarios for the current year and for next year.
7. Development of policy options, which flow from the modelling results and the interpretation of those results in the light of qualitative factors.
8. Clear recommendations for playing pitch provision, protection and enhancement.

9. Development of local standards, reflecting both qualitative and quantitative issues.
10. An action plan for the next five years.

## 4. Methodology

The strategy should be prepared in accordance with *Towards a Level Playing Field: A guide to the production of playing pitch strategies*, which is available to download from: [http://www.sportengland.org/whatwedo/places/pitch\\_strategy.htm](http://www.sportengland.org/whatwedo/places/pitch_strategy.htm)

The guidance includes the following steps (see Section 4 – Towards a Level Playing Field: A guide to the production of playing pitch strategies for more detailed guidance):

- I. Establishing the Steering Group
- II. Defining – objectives, study area, sports to be included, timescale
- III. Appointing the project team
- IV. Producing an audit of teams and pitches – surveys, consultation, desk research
- V. The Playing Pitch Model (eight stages)\*
- VI. Formulating policy and strategy for the future
- VII. Producing an action plan
- VIII. Monitoring and review

The appointed Consultant will be responsible for Steps IV-VII. Some evidence has already been gathered that will contribute to Step IV.

\*The Playing Pitch Model consists of the following stages

- Stage 1: Identifying teams/team equivalents
- Stage 2: Calculating home games per team per week
- Stage 3: Assessing total home games per week
- Stage 4: Establishing temporal demand for games
- Stage 5: Defining pitches used/required on each day
- Stage 6: Establishing pitches available
- Stage 7: Assessing the findings
- Stage 8: Identifying policy options and solutions

In preparing the strategy, the following should also be undertaken:

- **Site visits**

Site visits are required to assess the quality of the pitches. A simple matrix scoring system, the pitch quality assessment (PQA) has been developed and is included within the Electronic Toolkit that accompanies *Towards a Level Playing Field* and this can be downloaded from Sport England's website. It is recommended that the same person conducts all site visits to ensure consistency.

The Consultant will need to assess all sites.

The results from each site visit must be provided in electronic format at the end of the study.

- **Open space strategy**

This study forms part of the Council's overall open space strategy. In undertaking the study, the Consultant will be expected to work with other consultants/council officers who have been employed to undertake this work. They should therefore ensure that the results and options can easily be fed into the overall open space strategy.

## **5. Outputs**

A final strategy document is required, that includes the development of policy options, an action plan and the establishment of local standards for playing fields in the Canterbury area.

All information collected during the study should be presented in a form that is compatible with Canterbury City Council's IT software and, as necessary, Geographical Information System - MapInfo.

Six colour copies of the final document (and executive summary) should be produced, with a loose-leaf copy for photocopying. The document should also be capable of reproduction in black and white. The final report should be laid out in accordance with the structure given in the appendix to this project brief.

The following should also be provided on CD:

- full report and appendices
- Access database of survey responses
- Excel spreadsheet/Access database of calculations
- Access database of site visits/quality report.

Canterbury City Council shall hold copyright of all presented material. Canterbury City Council shall be able to distribute the material in part or whole to any organisation or individual it determines, at no extra cost.

The work will conclude with a half-day dissemination seminar (facilitated by the Consultant) between key partners to discuss the strategy and its future implications.