

Brentwood Annual Playing Pitch Strategy Update

JULY 2022

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Introduction:

1. This is the Council's first annual update of the Play Pitch Strategy Assessment and Action Plan November 2018 and Golf Course Needs Assessment 2019. These reports form part of the Council's technical evidence base for the local plan preparation and were developed in accordance with Sport England guidance.
2. Sport England's Playing Pitch Strategy Guidance, 'An approach to developing and delivering a playing pitch strategy, also sets out the purpose of undertaking an annual review.
3. 'An annual review should highlight:
 - How the delivery of the recommendations and action plan has progressed and any changes required to the priority afforded to each action (i.e. 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 (i.e. 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.
4. This annual update aims to follow this approach. For completeness of understanding it should be read alongside the 2018 PPS document.
5. The annual update did not take place during 2020 and 2021 partially due to the COVID-19 pandemic which would have had an impact on participation rates as well as due to the planning policy team undertaking the Brentwood Local Plan examination hearings for the newly adopted local plan. Based on the information received from the various sports clubs, in general participation rates have started to return to pre-pandemic levels, and in some cases have exceed the pre-pandemic levels.
6. Partner organisations have a vested interest in ensuring existing playing fields, pitches and ancillary facilities can be protected and enhanced. As such, many of the objectives and actions within this document need to be delivered and implemented by sport organisations, education establishments, community sports networks and parish / town councils. In many instances, the Council will not be a key partner in delivering these actions or recommendations, meaning

the PPS is not just for the Council to act upon, but for all the stakeholders and partners involved within the project.

Methodology

7. The 2018 Playing Pitch Strategy focused on the following types of outdoor sports facilities:
 - Football
 - Rugby
 - Hockey
 - Cricket
 - Bowls
 - Tennis

8. An in-house Golf Course Needs Assessment was prepared due to the planned loss of Dunton Hills Golf Course for mixed used residential-led development. Therefore, England Golf were also contact as part of this review.

9. In order to identify any changes implemented since the 2018 Strategy was undertaken, national governing bodies (NGBs) and other key stakeholders were asked to complete a survey explaining any changes to demand and supply. The following sports / organisations were contacted and responded to the questionnaire:

Sports / Sports Provision	Organisation	Rationale
Football	Essex FA	Governing body of football in Essex
Cricket	Essex Cricket	Governing body of cricket in Essex
Rugby	RFU	Governing body of Rugby in Essex
Hockey	England Hockey	Governing body of Hockey in Essex
Tennis	LTA	Governing Body for Tennis
Golf	England Golf	Governing body for Golf
	Brentwood Borough Council	Owner and operator for one of the Golf Courses in the borough. Council owned Golf Course identified as a key site for improvements to mitigate the loss of the Dunton Hills Golf Course.

10. For each sport the following approach was taken:

Supply Update

This captures changes in supply identified by the sports organisations with each activity linked back to the three overarching aims of the Playing Pitch Strategy and Action Plan and Golf Feasibility Assessment.

Playing Pitch Strategy and Action Plan Aims:

- Protect
- Develop
- Improve

Tennis

Tennis have developed a mission which consists of the four overarching aims:

- Relevant
- Accessible
- Welcoming
- Enjoyable

Golf Course Feasibility Assessment:

Golf courses were evaluated based on England Golf's criteria consisting of:

- Quantity
- Quality
- Accessibility
- Availability

Demand Update

This compares participation data from 2019 to 2022. Where a direct comparison is not possible, it presents the data that is available.

Significant Issues by Sport

Each sport was asked to identify any significant issues from their perspective and also if there had been any further changes to the information presented in the 2018 Playing Pitch Strategy and 2020 Golf Course Feasibility Assessment.

Summary and Conclusions by Sport

The information collated above was then used to determine if any changes were needed to the recommendations for each sport in the Playing Pitch Strategy and Action Plan 2018.

11. A copy of the survey sent to the NGBs for Football, Rugby, Cricket, and Hockey can be found in Appendix 1 and questionnaire for England Golf in Appendix 2. Copies of the Tennis report generated by LTA can be found in Appendix 5, and reports generated by England Golf can be found in Appendix 3 (2018) and 4 (2022).

Football

12. Supply Update

Site	Area	Update	Aim
Hutton FC	A12 Corridor	new site on Chelmsford Road has now been part funded by the Football Foundation and is currently under construction. This will provide the club with a site to operate multiple mini soccer teams from.	Develop
Various	All	Grass Pitch Improvement Strategy has now clear focus of utilising PitchPower assessments for measuring pitch quality. The council have started the process of obtaining these for their key pitch sites. To date assessments have been completed for King Georges Playing Fields, Larkins Playing Fields, Warley Playing Fields, and Hutton Poplars Recreation Grounds.	Improve

Table 1: Football Supply

13. Demand Update

	Area	Teams	2018	2022	
Football	A12 Corridor	Men 11v11	36	26	
		Women 11v11	5	3	
		Mixed 11v11	1	6	
		Mixed 9v9	12	13	
		Boys 11v11	28	28	
		Boys 9v9	14	7	
		Girls 11v11	5	7	
		Girls 9v9	2	7	
		Mini 7v7	23	36	
		Mini 5v5	31	38	
	Rural North	Men 11v11	11	14	
		Women 11v11	1	2	
		Mixed 11v11	0	6	
		Mixed 9v9	4	2	
		Boys 11v11	15	8	
		Boys 9v9	3	2	
		Girls 11v11	2	0	
		Girls 9v9	1	1	
		Mini 7v7	6	19	
		Mini 5v5	5	18	
	Rural South / A127 Corridor	Men 11v11	14	9	
		Women 11v11	0	0	
		Mixed 11v11	0	0	
		Mixed 9v9	0	1	
		Boys 11v11	0	3	
		Boys 9v9	3	1	
		Girls 11v11	0	0	
		Girls 9v9	0	0	
		Mini 7v7	9	3	
		Mini 5v5	9	3	
	Total Football Teams in Brentwood			240	215

Table 2: Football Demand

14. Significant issues for football:

- According to the FA both Hutton FC and Great Deans FC are at capacity and having to cap the numbers they recruit each year for U7s.
- The Ingatestone & Fryerning Parish Council have identified some challenges around the pitch drainage at Seymour Field and have explored works to improve this with an Agronomist report produced. The proposed works would include an enhanced drainage system and a revised pitch configuration scheme that would give them more capacity. Any S106 monies that could be directed to support this scheme would be useful and there is potential for the Football Foundation to support. Ingatestone & Fryerning Neighbourhood Plan is currently at the referendum stage. If a majority vote in favour of the plan is gained on 4 August 2022, then policy 7 of the neighbourhood plan would assist with being a mechanism to assist the Parish Council to proceed with the planned improvements to Seymour Playing Fields.

15. Summary and Conclusion:

- Based on the information available there has been an overall decrease of 25 teams across the borough, predominately within the men's league. Despite the reduction in the teams across the borough, there has been a general increase in mixed teams across all three corridors.
- Progress has been made on bringing forward key priorities identified in the Brentwood Playing Pitch Strategy for football including planning permission granted for a 3G AGP Football Hub with associated ancillary provision at the Brentwood Centre, conversations have commenced with an Architect and pre-planning advice for the Larkins Playing Field Pavillion provision, and work has commenced in bringing forward a new pitch for multiple mini soccer teams for the Hutton FC. In addition, a grass pitch improvement strategy has been prepared utilizing PitchPower assessments for measuring pitch quality.

Cricket

16. Supply Update

Site	Area	Update	Aim
Herongate	Rural South / A127 Corridor	Improvements to the clubhouse and cricket square, and defibrillator installed at the cricket club.	Improve
Hutton	A12 Corridor	Additional senior team added last summer (2021) however there is a lack of pitches locally to utilise for games on a Saturday. Lack of space for Colts fixtures onto the SCC pitches in the summer. The club hires a pitch at Old Brentwood when there are clashes.	Protect
Navestock	Rural North	New roof and boiler fitted at the club house.	Improve

Table 3: Cricket Supply

17. Demand Update

Cricket	Area	Teams	2018	2022
	A12 Corridor	Senior men		22
Senior Women			2	0
Boys			27	2
Girls			2	0
Rural North	Senior Men		20	0
	Senior Women		0	0
	Boys		8	0
	Girls		0	0
Rural South / A127 Corridor	Senior Men		1	15
	Senior Women		0	0
	Boys		5	25
	Girls		0	7
Total Cricket Teams in Brentwood			87	53

Table 4: Cricket Demand

18. Significant issues for cricket:

- Since 2018 there has been a decrease of the number of teams within the borough.
- There is currently a lack of Cricket pitches within the borough, as illustrated by the need for the Hutton Cricket club hiring a pitch at Old Brentwood to accommodate Saturday games.
- Hutton Cricket club have increased the growth of ladies and girls' cricket, which is one of the Essex Cricket Board's priorities.
- Navestock Cricket Club have reported the need for equipment replacement, such as the club roller, and improvements to the club house required.

19. Summary and conclusions:

- There has been a decrease of the number of cricket teams within the borough, which could have been impacted by the coronavirus (covid-19) pandemic.
- One of the Essex Cricket Board's priorities is to increase the growth and development of ladies and girls cricket.
- There is currently a lack of cricket pitches. The Council has been approached regarding this.

Hockey

20. Supply Update

Site	Area	Update	Aim
Becket Keys Pitch	A12 Corridor (Brentwood Hockey Club)	Becket Keys School lease the ground that the pitch is built on to a Trust that manages the pitch. This lease comes up for renewal shortly therefore the trust that runs the pitch and the hockey club are just beginning negotiations with Becket Keys School regarding the future of the pitch.	Protect
N/A	A12 Corridor (Brentwood Hockey Club)	Brentwood HC are delivering England Hockey's new engagement programme "Hockey Heroes" focussed on 5-8 year olds. This group is incorporated into Sunday morning mini's training.	Develop

Table 5: Hockey Supply

21. Demand Update

	Area	Teams	2018	2022
Hockey	A12 Corridor	Senior Men	5	6
		Senior Women	5	5
		Mixed	1	1
		Juniors	1	6
		Indoor	-	2
		Summer league	-	4
		Minis including Hockey Heroes (Sunday sessions)	-	No teams but 100 members
Total Hockey Teams in Brentwood			12 ¹	24 ²

Table 6: Hockey Demand

¹ The Brentwood 2018 PPS document did not include data for Indoor, Summer Leagues, or Minis therefore the totals presented are not comparable.

² Total Hockey Teams in Brentwood for 2022 does not include the 100 members for minis, Hockey Heroes (Sunday sessions).

22. Significant issues for Hockey:

- The Becket Keys pitch is in poor condition and requires a new carpet.
- The Becket Keys School lease the ground that the pitch is built on to a Trust that manages the pitch. This lease is up for renewal shortly and the Trust and the hockey club have begun negotiations with Becket Keys School regarding the future of the pitch
- There has been an increase in teams as illustrated in table 5. The hockey club currently uses at least one pitch at Brentwood School each weekend to accommodate the clubs needs

23. Summary and conclusion:

- The Becket Keys School pitch is leased to a Trust. This lease up for renewal and the Trust and Hockey Club are currently in negotiations for the lease renew.
- The club has seen an increase in teams and membership since the 2018 PPS was completed, with the creation of new teams and leagues not previously recorded, including the indoor, summer leagues, and minis including 'Hockey Heroes' focused on 5-8 year old's.
- Sport England have developed a new Playing Pitch Calculator which supersedes the TGR to identify pitch demand. Adult teams are still counted but junior membership numbers are used instead of teams

Rugby

24. Supply update

Site	Update	Aim
Brentwood RFC	Delivered additional changing room facilities adjacent to their clubhouse. Access agreements are yet to be finalised.	Improve

Table 7: Rugby Supply

25. Demand update

	Area	Teams	2018	2022
	Ruby	A12 Corridor	Men	5
Women			0	0
Colts (U17-U18)			4	1
Junior (U13-U16)			4	4
Mini / Midi (U7-U12)			7	7
Rural North		Men	3	2
		Women	0	0
		Colts (U17-U18)	1	1
		Junior (U13-U16)	4	4
		Mini / Midi (U7-U12)	7	7
Rural South / A127 Corridor		Men	-	-
		Women	-	-
		Colts (U17-U18)	-	-
	Junior (U13-U16)	-	-	
	Mini / Midi (U7-U12)	-	-	
Total Rugby Teams in Brentwood			35	34

Table 8: Rugby Demand

26. Significant issues for Rugby

- Brentwood RFC have raised concerns regarding the recent weekend car parking charges which will directly impact the cost of activities for home and away players.
- Awaiting further details on the proposal for the development at Old Brentwood RFC in conjunction with other sports.

27. Summary and conclusion

- There has been a decrease of one men's team in the A12 corridor since 2019.
- The actions identified within the 2018 Action Plan remains broadly the same.
- The Brentwood 2018 PPS identified the need to increase capacity at Mavericks RFC (Warley Playing Fields). It is anticipated that this will be achieved through improved maintenance programmes rather than a new AGP.

Tennis

28. Supply Update

Site	Update	Aim ³
Brentwood Hard Court Tennis Club	Have installed a new paddle court	Accessible, welcoming, enjoyable
Mountnessing Tennis Club	Expanded to a five court facility taking the additional courts at Coronation Playing Fields	Relevant, accessible, welcoming and enjoyable

Table 9: Tennis Supply

29. Demand Update

Site Name	Number of Tennis Courts (all courts are lit within Brentwood)
Bentley Tennis Club	2
Brentwood Tennis Club	8
Brentwood Hard Court	10
Hutton and Shenfield UC Lawn Tennis Club	5
Ingatestone & Fryerning	6
Old Brentwood Tennis Club	3
Mountnessing Tennis Club	4
Kelvedon Hatch Tennis Club	2
Blackmore Tennis Club	2
Total	42

Table 10: Number of Tennis Courts within Brentwood

Current number of Members	Potential Number of Members
1,176	6,036

Table 11: Tennis Members

³ Refer to the Tennis Vision Report found in Appendix 5 of this report

30. Significant issue for Tennis

- There are not concerns raised by Tennis.

31. Summary and conclusions

- The 2019-2023 Vision Statement sets out some of the ambitions for Tennis and improvements to Brentwood Hard Court Tennis Club and Mountnessing Tennis Club have been made. Two additional padel courts are expected to be introduced at Brentwood Hard Court Tennis Club, making the sport more accessible, welcoming, and enjoyable.

Golf

32. Supply update

Site	Update	Aim
South Essex Golf Club	Change in ownership	Quantity
Warley Golf Club	Change in ownership with a greater focus on green fees	Quantity
Hartswood Golf Course	Greater focus on pay and play users, increased use during lockdown and thereafter with numbers at well over +50% compared to pre lockdown.	Accessibility
	A new sporting pavilion has been opened to be used by public and club alike. New pavilion has club lounge, office, balcony and also changing rooms along with new catering facilities and provider.	Quality Accessibility

Table 12: Golf Supply

33. Demand update

Golf Course	Affiliated (Yes/No)	Number of visitors	
		2018 ⁴	2022 ⁵
Warley Park Golf Course	Yes	98,627	98,627
Brentwood Golf Course	Yes	19,075	19,061
Thorndon Park Golf Course	Yes	76,046	82,046
Bentley Golf Course	Yes	24,905	24,905
South Essex Golf Club	Yes	138,150	138,150
Stapleford Abbots Golf Course	Yes	69,104	69,104
Hartswood Golf Club	Yes	66,030	66,030
Brentwood Park Golf Range	No	62,333	62,333
Dunton Hills Golf Course	No	138,150	122,471

Table 13: Demand of visitors for Golf

⁴ Details taken from the England Golf Playing Pitch Strategy Report, Brentwood Local Authority 2018. Refer to Appendix 3 for a copy of the complete report.

⁵ Details taken from the England Golf Playing Pitch Strategy Report, Brentwood Local Authority 2022. Refer to Appendix 4 for a copy of the complete report.

Affiliated Clubs	2018 Memberships (average) ³	2022 Memberships (average) ⁴
Warley Park Golf Club Thorndon Park Golf Club Bentley Golf Club Stapleford Abbots Golf Club Hartwood Golf Club Brentwood Golf Club South Essex Golf Club	378	425

Table 14: Demand of Golf Memberships

34. Significant issues for Golf

- England Golf provided a Playing Pitch Strategy Report (the 2019 version found in Appendix 3 and the 2022 version found in Appendix 4). There are no significant issues for golf within the borough. The Playing Pitch Strategy Report for Brentwood Local Authority (2022) concludes that there is a good level of golf provision within the borough.
- Hartwood Golf Course is owned and operated by Brentwood Borough Council. The Council has identified a need for a 5-10 year improvement programme for major capital works to the golf course. This will be created alongside a business to justify and balance investment costs against increased income levels.

35. Summary and conclusion

- There is a good provision of golf within the borough. According to the England Golf Playing Pitch Strategy for Brentwood, membership numbers have grown significantly moving beyond a high point in 2017, as well above the current national average of 386 members.
- Participation and membership in golf has seen a large resurgence over the last few years and particularly as a result of the COVID-19 pandemic, as golf was considered a safer and easily accessible sport during the time when COVID restrictions were in place.
- The Council has noted a significant increase in participation at Hartwood Golf Course. It has been noted that a 5-10 improvement programme is needed to ensure the required major capital works can be budgeted and planned for.
- The Dunton Hills Golf course is scheduled to close in the next few years, with the site now allocated in the newly adopted Local Plan for the Dunton Hills Garden Village. The planning pre-application has been submitted to the Council; however it is still unknown at what stage the Golf Course will be closed. It has been agreed that developer contributions will need to be

made to the Council to mitigate the loss of Dunton Hills Golf Course and assist the Council to the capital improvements to Hartwood Golf Course.

Appendix 1: Questionnaire for Football, Rugby, Cricket, and Hockey NGBs

Brentwood Play Pitch Strategy Annual Update Questionnaire

Brentwood Borough Council are currently undertaking an annual review of our 2018-2033 Play Pitch Strategy and Action Plan and are seeking to identify any changes which have been implemented over the past three years. In order to undertake this review, we are reaching out to national governing bodies and other key organisations with a short survey, detailed below. If you could kindly complete the survey questions that relate to your sport as outlined below. Note the areas are split based on the categories identified in the Play Pitch Strategy. Please refer to the appendix at the end of this questionnaire for details on which clubs are included in each area.

1. Current Demand Data

1a. How many teams / members currently play in your respective sport in Brentwood? Please complete the table below:

Sport	Area	Teams	Number of teams per age group
Football	A12 Corridor	Men 11v11	
		Women 11v11	
		Mixed 11v11	
		Mixed 9v9	
		Boys 11v11	
		Boys 9v9	
		Girls 11v11	
		Girls 9v9	
		Mini 7v7	
		Mini 5v5	
	Rural North	Men 11v11	
		Women 11v11	
		Mixed 11v11	
		Mixed 9v9	
		Boys 11v11	
		Boys 9v9	
		Girls 11v11	
		Girls 9v9	
		Mini 7v7	
		Mini 5v5	
	Rural South / A127 Corridor	Men 11v11	
		Women 11v11	

Sport	Area	Teams	Number of teams per age group
		Mixed 11v11	
		Mixed 9v9	
		Boys 11v11	
		Boys 9v9	
		Girls 11v11	
		Girls 9v9	
		Mini 7v7	
		Mini 5v5	
Cricket	A12 Corridor	Senior men	
		Senior Women	
		Boys	
		Girls	
	Rural North	Senior Men	
		Senior Women	
		Boys	
		Girls	
	Rural South / A127 Corridor	Senior Men	
		Senior Women	
		Boys	
		Girls	
Rugby	A12 Corridor	Men	
		Women	
		Colts (U17-U18)	
		Junior (U13-U16)	
		Mini / Midi (U7-U12)	
	Rural North	Men	
		Women	
		Colts (U17-U18)	
		Junior (U13-U16)	
		Mini / Midi (U7-U12)	
	Rural South / A127 Corridor	Men	
		Women	
		Colts (U17-U18)	
		Junior (U13-U16)	
		Mini / Midi (U7-U12)	
	Hockey	Brentwood Hockey Club	Senior Men
Senior Women			
Mixed			
Juniors			
Tennis	A12 Corridor		
	Rural North		
	Rural South / A127 Corridor		

1b. As far as you are aware, do any of the clubs have waiting lists and if so which clubs and for what sections of the club?

2. Changes since 2018

This section refers specifically to the Playing Pitch Strategy and Action Plan. The relevant section for each sport is identified below for your reference.

Sport	Relevant pages in PPS and Action Plan document – Sport specific issues, scenarios and recommendations	Relevant pages in PPS and Action Plan document – likely future sport by sport demand trends	Relevant parts of the Action Plan
Football	<p>Section 5- Section 5.11 – pages 65-116</p> <p>General Recommendations: pages 167-168</p> <p>Football specific recommendations: Pages 168-169</p>	Section 5.5 – pages 72-86	<p>Table 11.1 pages 171-185 actions:</p> <p>Foot-1 Foot-2 Foot-3 Foot-4 Foot-5 Foot-6 Foot-7 Foot-8 Foot-9 Foot-10 Foot-11 Foot-12 Foot-13 Foot-14 Foot-15 Foot-16 Foot-17 Foot-18 Foot-19 Foot-20 Foot-21 Foot-22</p>
Cricket	Section 4 to Section 4.9 – pages 30-64	Section 4.5 – pages 38 - 43	Table 11.1 pages 171-185 actions:

Sport	Relevant pages in PPS and Action Plan document – Sport specific issues, scenarios and recommendations	Relevant pages in PPS and Action Plan document – likely future sport by sport demand trends	Relevant parts of the Action Plan
	<p>General Recommendations: pages 167-168</p> <p>Cricket specific recommendations: page 169</p>		<p>Cric-1 Cric-2 Cric-3 Cric-4 Cric-5 Cric-6 Cric-7 Cric-8 Cric-9 Cric-10 Cric-11 Cric-12 Cric-13</p>
Rugby	<p>Section 6 to Section 6.7 – pages 117-132</p> <p>General Recommendations: pages 167-168</p> <p>Rugby specific recommendations: pages 169-170</p>	Section 6.3 – pages 121-125	<p>Table 11.1 pages 171-185 actions:</p> <p>Rug-1 Rug-2 Rug-3</p>
Hockey	<p>Section 7 to Section 7.9 – pages 133-145</p> <p>General Recommendations: pages 167-168</p> <p>Hockey specific recommendations: page 170</p>	Section 7.4 – pages 136-141	<p>Table 11.1 pages 171-185 actions:</p> <p>Hock-1</p>
Tennis	Section 8 to Section 8.X – pages 146-155	Section 8.6 – pages 153-155	N/A

Sport	Relevant pages in PPS and Action Plan document – Sport specific issues, scenarios and recommendations	Relevant pages in PPS and Action Plan document – likely future sport by sport demand trends	Relevant parts of the Action Plan
	<p>General Recommendations: pages 167-168</p> <p>Tennis specific recommendations: page 170</p>		

2a. Please advise of any key changes that you are aware of in relation to the supply of facilities since 2018, in relation to new / enhanced facilities that have opened / closed or changes to the quality or access to facilities?

2b. Have there been any other significant changes for your sport not listed above? Please give details.

2c. Have future plans for facility development been identified / progressed since 2018? If so, please give details.

2d. Will any of the changes detailed above need to be reflected in amendments to the recommendations set out in section 11 of the PPS Strategy & Action Plan for your sport?

Annex A: Sports Clubs in each sub-area of Brentwood

Sport	Area	Clubs
Football	A12 Corridor	Alexander Lane Brentwood School Sports Centre Great Danes Youth Football Club Hutton Poplars Recreation Grounds King George's Playing Fields Seymour Field Shenfield High School St Helens School St Martin's School The Arena Warley Playing Fields Wash Road Playing Road
	Rural North	Anglo European School Grass Pitches Doddinghurst Village Hall Playing Fields Old Brentwoods Sports Club
	Rural South / A127 Corridor	Herongate Athletic Football Club
Cricket	A12 Corridor	Anglo European School Becket Keys Church of England Free School Brentwood Cricket Club Brentwood School Sports Centre Fairfields Recreation Ground Hutton Cricket Club Shenfield Cricket Club Shenfield High School St Martin's School
	Rural North	Bentley Cricket Club Blackmore Sports and Social Club Brookweald Cricket Club Coronation Playing Fields Navestock Cricket Club Old Brentwoods Sports Club South Weald Cricket Club Ground
	Rural South / A127 Corridor	Great & Little Warely Cricket Clun Herongate & Ingrave Cricket Club
Rugby	A12 Corridor	Anglo European School Becket Keys Church of England Free School Brentwood County High School Brentwood Rugby Club Brentwood School Sports Centre Shenfield High School St Martin's School Warley Playing Fields

Sport	Area	Clubs
	Rural North	Old Brentwood Sports Club Trinity School
	Rural South / A127 Corridor	
Hockey	A12 Corridor	Becket Keys Church of England Free School Brentwood School Sports Centre
	Rural North	
	Rural South / A127 Corridor	
Tennis	A12 Corridor	Brentwood Tennis Club Hutton and Shenfield U.C. Lawn Tennis Club
	Rural North	Ashwells Sports & Country Club Bentley Tennis Club Blackmore Sports and Social Club Coronation Playing Fields Old Brentwood Sports Club Kelvedon Hatch Tennis and Social Club / Poors Field
	Rural South / A127 Corridor	Brentwood Hard Court Tennis Club Clearview Health & Raquets Club De Rougement Manor Woodlands Sports Manor

Appendix 2: Questionnaire for Golf

Brentwood Playing Pitch Strategy and Action Plan Annual Review Questionnaire for Golf Courses

Brentwood Borough Council are currently undertaking an annual review of our 2018-2033 Play Pitch Strategy and Action Plan. A separate Golf Course Needs Assessment was prepared in-house shortly after the PPS was finalised. Due to the anticipated loss of Dunton Hills Golf Course changes in Golf Course demands and supply will be included as part of the PPS Annual Review. In order to undertake this review, we are reaching out to the national governing bodies, including England Golf, with a short survey, with details below. The questions below pertain to golf supply and demand within Brentwood Borough boundary. A copy of the original Golf Course Needs Assessment and Letter of Support to the emerging Brentwood Local Plan has been provided for your reference.

1. Supply and Demand for Brentwood Golf Courses – please complete the table below and provide any comment on the general trend on the changes in capacity at the golf clubs.

Site Name	Access	Membership	General Changes in usage since 2018
Brentwood Golf Club	Membership		
Bentley Golf Course	Pay-n-Play / Membership		
South Essex Golf Course	Pay-n-Play / Membership		
Warley Park Golf Course	Membership		
Thorndon Park Golf Course	Membership		
Hartwood Golf Course ⁶	Pay-n-Play / Membership		
Dunton Hills Golf Course	Pay-n-Play	N/A	

2. To the best of your knowledge are there any Brentwood Golf Courses which have a waiting list for new members or are not accepting new members at this time?

⁶ Details for Hartwood Golf Course will be provided by the Council who owns the golf course.

3. Please advise of any key changes that you are aware of in relation to the supply of facilities since 2018, in relation to new / enhanced facilities that have opened / closed or changes to the quality or access to facilities?
4. Have there been any other significant changes for your sport not listed above? Please give details.
5. Have future plans for facility development been identified / progressed since 2018? If so please give details.

**Appendix 3: England Golf, Playing Pitch Strategy for Brentwood Local Authority
2018**

Facility Planning Enquiry: Brentwood, Eastern

1. Background

Golf is the fifth largest participation sport in the Country, with around 650,000 members belonging to one of 1900 affiliated clubs and a further 2 million people playing golf independently outside of club membership. Since 2004, participation and club membership has been in decline and has only recently shown signs of levelling off.

England Golf published the 'Raising Our Game' strategy in 2014, which clearly defined the organisation's strategic direction for the 2014-2017 window. This document highlighted the need for a strategy to enhance market understanding of the size and shape of the golfing market and to map alongside the golfing facilities catering for that demand.

Jigsaw research were commissioned by England Golf in 2015, in order to create a market segmentation which is specific to golf. The research identified that 24% of adults in England are potential players. This is made up of – 9% current players, 8% lapsed players and 7% latent players – amounting to c.9.6 million people in total. It also provided England Golf with 9 defined profiles and clearly identified behaviours, motivations and barriers within each one.

England Golf then worked with LCMB, facility consultancy, to utilise the segmentation work to develop a facility strategy and create some practical tools to overlay supply with demand. When looking at a club, Local Authority or Region, our mapping report is able to identify the total number of golfers within a 20 minute catchment. This number will include current, lapsed and latent golfers – the full 24%.

2. Methodology

The mapping tool is a statistical data engine that identifies golfing demand within a 20 minute drive of each golf facility within England. It does this by utilising the demographic information taken from the CACI Acorn model and applies a statistical analysis to convert demographics into a likely breakdown of the 9 golfing profiles, as identified by the Jigsaw Research.

The tool allows us to identify the dominant profiles within the catchment area and review by Region and Local Authority and also by a specific club/facility. This can then be used to predict likely demand for each type of facility and to support informed marketing, development and investment decisions.

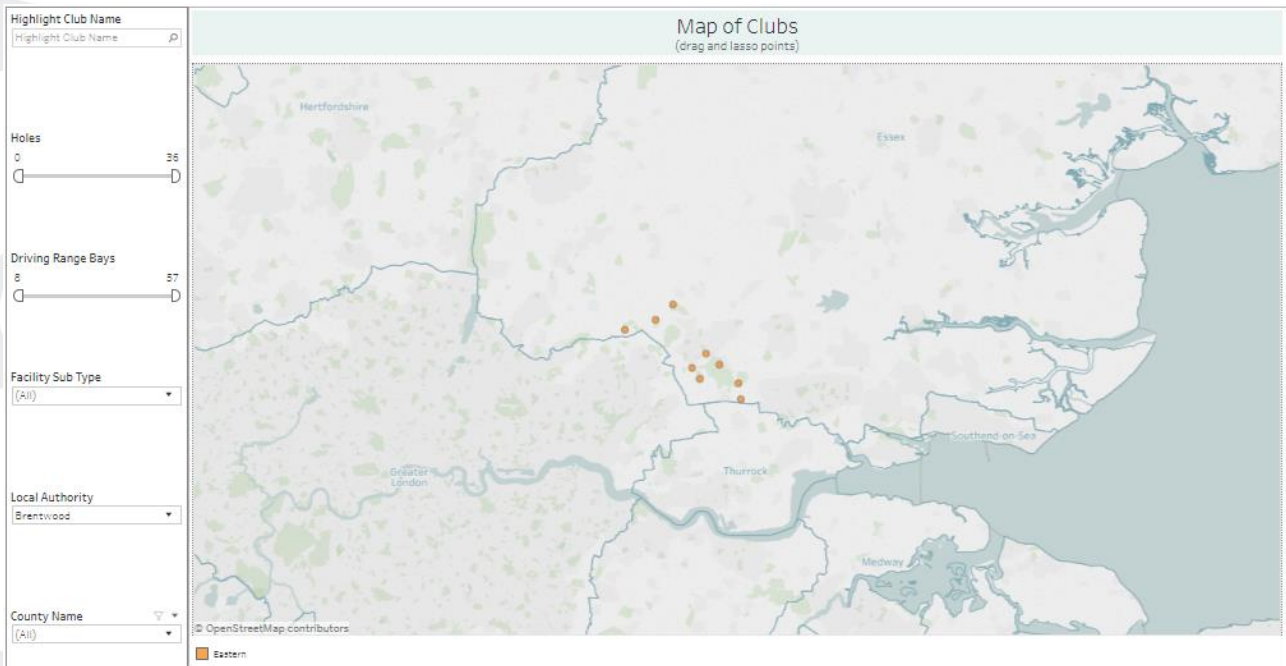
The facilities at each golf club are also included, so we can review and cross-check information listed within any additional supporting documents such as number of holes, number of courses, number of driving range bays, championship courses (during the next 3 years) and performance centres (England Golf).

In addition to the mapping tool, we have guidance on 'Understanding Your Market' for the type of golfing experience that particular profiles are looking for, which enables facilities to adapt their offer to cater for a range of different needs.

Local knowledge and desk based research will also help to paint a fuller picture of the golfing opportunities available within the surrounding area. Each of these is intended to be offered to clubs in a structured manner in conjunction with England Golf.

3. Analysis

Within Brentwood there are 6 affiliated clubs and 3 non-affiliated facilities.



The demand for golf within the borough and the region by profile as follows;

Profile Name	Average number of people per club/facility/local authority (within 20 minute drive time*)	
	Local Authority	Region
	Brentwood	Eastern
1: Relaxed Members	9118	5886
2: Older Traditionalists	8058	5232
3: Younger Traditionalists	8934	5705
4: Younger Fanatics	8611	5627
5: Younger Actives	8776	5665
6: Late Enthusiasts	8381	5461
7: Occasional Time Pressed	8870	5702
8: Social Couples	8427	5459
9: Casual Fun	8686	5738

*The figures represent the number of people within each profile, within a 20 minute drive time of each club/facility. It is averaged to ensure no double counting and is therefore at its most accurate at club/facility level.

In addition, the following outlines the demand for each of the clubs and facilities;

Profile Name	Average Number of People per Affiliated Facility (within 20 minute drive time*)				
	<u>Affiliated Club</u>	<u>Affiliated Club</u>	<u>Affiliated Club</u>	<u>Affiliated Club</u>	<u>Affiliated Club</u>
	Bentley Golf Club	Brentwood Golf Club	Hartswood Golf Club	Stapleford Abbotts Golf Club	Thorndon Park Golf Club
1: Relaxed Members	2767	2368	7525	8392	9563
2: Older Traditionalists	2653	2280	6912	7043	8506
3: Younger Traditionalists	2584	2229	7303	8161	9413
4: Younger Fanatics	2935	2532	7560	7304	9120
5: Younger Actives	2708	2323	7313	7953	9227
6: Late Enthusiasts	2791	2397	7226	7311	8841
7: Occasional Time Pressed	2676	2303	7356	8026	9342
8: Social Couples	2645	2256	7008	7728	8830
9: Casual Fun	3146	2710	7827	7186	9204

Profile Name	Average Number of People per Affiliated Facility (within 20 minute drive time*)			
	<u>Affiliated Club</u>	<u>N/Affiliated Club</u>	<u>N/Affiliated Club</u>	<u>N/Affiliated Club</u>
	Warley Park Golf Club	Brentwood Park Golf Range	Dunton Hills Golf Course	South Essex Golf Centre
1: Relaxed Members	11559	7188	16351	16351
2: Older Traditionalists	10192	6491	14223	14223
3: Younger Traditionalists	11396	6986	16166	16166
4: Younger Fanatics	10896	7038	15058	15058
5: Younger Actives	11129	6953	15689	15689
6: Late Enthusiasts	10590	6778	14746	14746
7: Occasional Time Pressed	11279	7002	15922	15922
8: Social Couples	10643	6674	15028	15028
9: Casual Fun	10943	7223	14967	14967

In addition, the table below provides the most recent affiliated membership numbers along with some commentary from the local Club Support Officer and Regional Manager;

Affiliated Club Name	2015 Numbers	2016 Numbers	2017 Numbers
Bentley Golf Club	472	458	441
Brentwood Golf Club	-	306	277
Hartswood Golf Club	81	74	67
Stapleford Abbots Golf Club	545	434	421
Thorndon Park Golf Club	577	602	612
Warley Park Golf Club	548	600	612
Brentwood Park Golf Range	Non-Affiliated		
Dunton Hills Golf Course	Non-Affiliated		
South Essex Golf Centre	Non-Affiliated		

Bentley Golf Club is a private members Club, established 1972 with a traditional 18-hole member offer. Healthy and stable number of members and a weekend green fee rate of £45. Not a big beginner golf facility, although full PGA Professional service available.

Brentwood Golf Club is a proprietary club offering an 18 hole course. Membership has been growing from a low number since new owners bought the club c. 4/5 years ago, although very few female members. Good for green fees with online booking available, and the club also actively promote functions. Not a big beginner golf facility, although full PGA Professional service available.

Hartswood Golf Club is a municipal golf course featuring pay and play golf. The members club which is in decline has just 70 members at present. Otherwise good facility for pay and play golf, although poorly promoted through Brentwood.Gov webpage. No or very little PGA coaching.

Stapleford Abbots Golf Club is owned and operated by the Crown Golf Group, offering 36 holes. Membership has declined, but is still reasonably strong. Good for green fees and functions and the facility also offers beginner adult coaching and junior lessons.

Thorndon Park Golf Club is a private members club offering 18 hole and is perceived as the No. 1 course in Essex. It is very traditional and very expensive with a large joining fee, it has a strong membership and a waiting list. Not a club for green fees/societies.

Warley Park Golf Club is a proprietary owned, modern golf club, with 27 holes and driving range. Strong membership, good for green fees and proactive with new adult golfers and juniors catered for by 3 PGA Professionals. Weddings and functions also feature highly.

Brentwood Park Golf Range has recently been refurbished and is the home of UK Golf Academy. The well-equipped range features LED flood lighting and practice mirrors in the bays and also features a well-stocked shop and on site custom fitting. Loyalty cards are available for regular users and they offer a discount to members from local clubs. It's a busy centre with PGA Professional tuition available.

Dunton Hills offers a traditional 18 hole course, Par 3 course and a 20 bay floodlit driving range. It is a family friendly centre, offering affordable pay and play prices. England Golf have had little to no engagement with this facility to date.

South Essex Golf Centre is the sister club of Stapleford Abbots as part of the Crown Golf Group. Unlike Stapleford Abbots, membership is weak, so pay and play features heavily. The club offers a 27 holes and a covered driving range. There are 2 to 3 PGA Professionals at the club who are proactive in recruiting new adults/juniors into golf.

4. Conclusion

Our work around mapping demand and supply, and the need for improved market understanding is all about supporting clubs to ensure they retain their existing members and players as well as capitalise on untapped demand. Customer focus is critical to this success, which very much aligns to England Golf's refreshed strategy 'Growing the Game of Golf in England 2017-2020'.

A more detailed description of the different customer profiles can be found within the 'Understanding Your Market' resource that accompanies this report. The 9 golfing profiles are designed to illustrate the wants and needs of different customers and are intended as a guide for clubs to assist with tailoring their initiatives and approach and are not meant to be a commentary on any particular golf club or facility.

Within Brentwood there is significant demand for golf, which is also greater than the average for the Eastern region. The demand cuts across all 9 golfing profiles, both club based and independent. Membership numbers are mixed compared with the national average, but worth noting that each club will have a different financial model in terms of income generation from membership vs green fees etc.

There is a good level of golf provision within the area, and alongside a large number of traditional 18 hole courses, there are two Par 3 courses and three driving ranges. Maintaining entry level facilities that offer more informal playing opportunities would be key, as without them the playing opportunities in Brentwood would be limited to traditional 18 holes. Based on our initial analysis, some clubs are proactively targeting new audiences through coaching programmes and a wider range of membership/playing options, which is something that we will continue to support and encourage.

We know that clubs showing growth are developing new income streams and catering for a wide range of needs, so there is clearly scope for clubs to offer additional non-traditional and flexible playing opportunities wherever appropriate. As each club/facility has its own USP and place in the market, there may also be further opportunities for some clubs to work more collaboratively in terms of creating pathways where appropriate and collectively cater for the needs of all golfing profiles.

Further analysis at club or facility level, along with some additional England Golf tools can be used to better understand the existing members and visitors of each venue. This in turn may help to establish a clearer picture of the overall facility landscape and how well it caters for the local demographic. We believe success is reliant upon utilising a combination of the customer profiles, the mapping tool and local knowledge and experience.

**Appendix 4: England Golf, Playing Pitch Strategy for Brentwood Local Authority
2022**



ENGLAND
GOLF

Playing Pitch Strategy Report

Brentwood Local Authority





Brentwood Local Authority, Essex, Eastern.

Background

Golf is the fifth largest participation sport in the Country, with around 700,000 members belonging to one of 1800 affiliated clubs and a further 2 million people playing golf independently outside of club membership.

More than more than 4 million people have played golf on a full-length course in the last 12 months – this is an increase on previous years and highlights a growing golf participation market. Other notable figures regarding golf club participation in the last 12 months suggest a large and growing market of new and existing golfers:

- 2.6 million have used driving ranges
- 2.1 million played a short course
- 3.7 million played pitch & putt
- 6.8 million have been to Adventure Golf facility (Source: Sport MR)

Facility Strategy

England Golf published the 'Raising Our Game' strategy in 2014, which clearly defined the organisation's strategic direction for the 2014-2017 window. This document highlighted the need for a strategy to enhance market understanding of the size and shape of the golfing market and to map alongside the golfing facilities catering for that demand.

Jigsaw research were commissioned by England Golf in 2015, in order to create a market segmentation which is specific to golf. The research identified that 24% of adults in England are potential players. This is made up of – 9% current players, 8% lapsed players and 7% latent players – amounting to c.9.6 million people in total. It also provided England Golf with 9 defined profiles and clearly identified behaviours, motivations and barriers within each one.

England Golf then worked with LCMB, facility consultancy, to utilise the segmentation work to develop a facility strategy and create some practical tools to overlay supply with demand. When looking at a club, Local Authority or Region, our mapping report can identify the total number of golfers within a 20-minute catchment. This number will include current, lapsed and latent golfers – the full 24%.



Methodology

The mapping tool is a statistical data engine that identifies golfing demand within a 20-minute drive of each golf facility within England. It does this by utilising the demographic information taken from the CACI Acorn model and applies a statistical analysis to convert demographics into a likely breakdown of the 9 golfing profiles, as identified by the Jigsaw Research.

The tool allows us to identify the dominant profiles within the catchment area and review by Region and Local Authority and also by a specific club/facility. This can then be used to predict likely demand for each type of facility and to support informed marketing, development and investment decisions.

The facilities at each golf club are also included, so we can review and cross-check information listed within any additional supporting documents such as number of holes, number of courses, number of driving range bays, championship courses (during the next 3 years) and performance centres (England Golf).

In addition to the mapping tool, we have guidance on 'Understanding Your Market' for the type of golfing experience that particular profiles are looking for, which enables facilities to adapt their offer to cater for a range of different needs.

Local knowledge and desk based research will also help to paint a fuller picture of the golfing opportunities available within the surrounding area. Each of these is intended to be offered to clubs in a structured manner in conjunction with England Golf.



Analysis

The demand for golf within the borough, county and the region by profile is as follows:

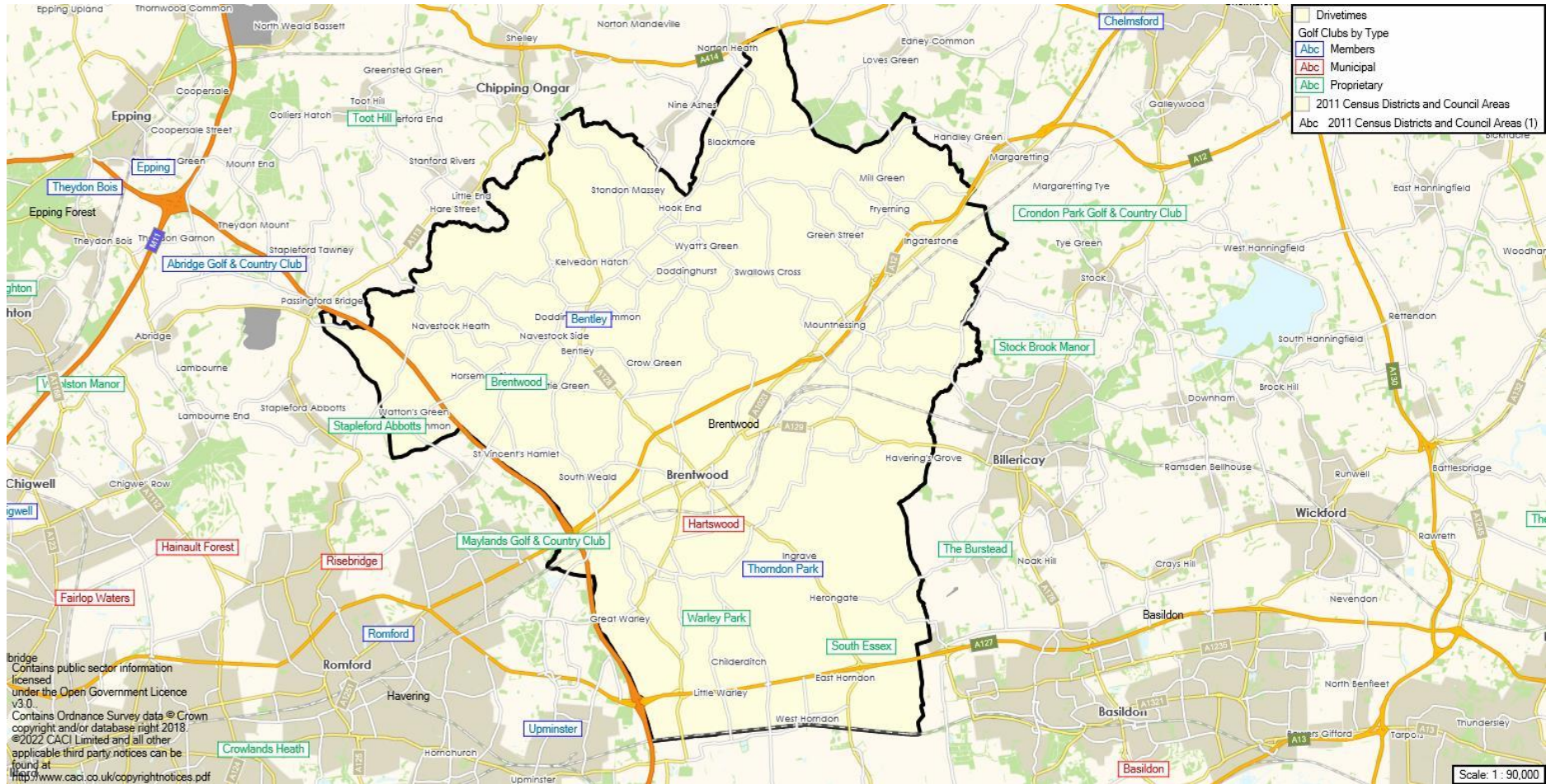
Profile Name	Average number of people per club/facility/local authority (within 20-minute drive time*)		
	<u>Local Authority</u>	<u>County</u>	<u>Region</u>
	Brentwood	Essex	Eastern
1: Relaxed Members	9,118	7,263	5,886
2: Older Traditionalists	8,058	6,297	5,232
3: Younger Traditionalists	8,934	7,066	5,705
4: Younger Fanatics	8,611	6,693	5,627
5: Younger Actives	8,776	6,945	5,665
6: Late Enthusiasts	8,381	6,562	5,461
7: Occasional Time Pressed	8,870	7,008	5,702
8: Social Couples	8,427	6,696	5,459
9: Casual Fun	8,686	6,727	5,738

**The figures represent the number of people within each profile, within a 20-minute drive time of each club/facility. It is averaged to ensure no double counting and is therefore at its most accurate at club/facility level.*



ENGLAND
GOLF

Within Brentwood there are seven affiliated clubs and two non-affiliated facilities.





In addition, the following tables outline the demand for each of the clubs and facilities.

Profile Name	Average Number of People per Affiliated Facility (within 20-minute drive time*)				
	<u>Affiliated Club</u>	<u>Affiliated Club</u>	<u>Affiliated Club</u>	<u>Affiliated Club</u>	<u>Affiliated Club</u>
	WARLEY PARK GOLF CLUB	BRENTWOOD GOLF CLUB	THORNDON PARK GOLF CLUB	BENTLEY GOLF CLUB	SOUTH ESSEX GOLF CLUB
1: Relaxed Members	11,559	2,368	9,563	2,767	16,351
2: Older Traditionalists	10,192	2,280	8,506	2,653	14,223
3: Younger Traditionalists	11,396	2,229	9,413	2,584	16,166
4: Younger Fanatics	10,896	2,532	9,120	2,935	15,058
5: Younger Actives	11,129	2,323	9,227	2,708	15,689
6: Late Enthusiasts	10,590	2,397	8,841	2,791	14,746
7: Occasional Time Pressed	11,279	2,303	9,342	2,676	15,922
8: Social Couples	10,643	2,256	8,830	2,645	15,028
9: Casual Fun	10,943	2,710	9,204	3,146	14,967



Profile Name	Average Number of People per Affiliated Facility (within 20-minute drive time*)			
	<u>Affiliated Club</u>	<u>Affiliated Club</u>	<u>Non-Affiliated Club</u>	<u>Non-Affiliated Club</u>
	STAPLEFORD ABBOTTS GOLF CLUB	HARTSWOOD GOLF CLUB	BRENTWOOD PARK GOLF RANGE	DUNTON HILLS GOLF COURSE
1: Relaxed Members	8,392	7,525	7,188	16,351
2: Older Traditionalists	7,043	6,912	6,491	14,223
3: Younger Traditionalists	8,161	7,303	6,986	16,166
4: Younger Fanatics	7,304	7,560	7,038	15,058
5: Younger Actives	7,953	7,313	6,953	15,689
6: Late Enthusiasts	7,311	7,226	6,778	14,746
7: Occasional Time Pressed	8,026	7,356	7,002	15,922
8: Social Couples	7,728	7,008	6,674	15,028
9: Casual Fun	7,186	7,827	7,223	14,967



The Local Picture

Membership Figures (clubs within local authority boundary)

Affiliated Club Name	2015 Average	2016 Average	2017 Average	2018 Average	2022 Average (14/02/22)
WARLEY PARK GOLF CLUB	374	411	414	378	425
THORNDON PARK GOLF CLUB					
BENTLEY GOLF CLUB					
STAPLEFORD ABBOTTS GOLF CLUB					
HARTSWOOD GOLF CLUB					
BRENTWOOD GOLF CLUB					
SOUTH ESSEX GOLF CLUB					
DUNTON HILLS GOLF COURSE					
BRENTWOOD PARK GOLF RANGE					
No. of Affiliated Clubs	7	7	7	7	7



Facility Provision & Prices:

Facility Name	Number of Holes	Club Type	Course Type	Driving Range? Y/N	Clubhouse? Y/N	Green fees weekday	Green fees weekend	7 Day membership fees
WARLEY PARK GOLF CLUB	27	Proprietary	Parkland	Y	Y	£40	£40	£1500
THORNDON PARK GOLF CLUB	18	Private Members	Parkland	Y	Y	£90	N/A	POA
BENTLEY GOLF CLUB	18	Private Members	Parkland	N	Y	£45	£45	£1470
STAPLEFORD ABBOTTS GOLF CLUB	18	Proprietary	Parkland	N	Y	£20	£30	£1270
HARTSWOOD GOLF CLUB	18	Municipal	Parkland	N	Y	£18	£24	£752 + £70
BRENTWOOD GOLF CLUB	18	Proprietary	Parkland	N	Y	£30	£40	£1300
SOUTH ESSEX GOLF CLUB	27	Proprietary	Parkland	Y	Y	£25	£40	£1475
DUNTON HILLS GOLF COURSE	18	Proprietary	Parkland	Y	Y	£14	£22	N/A
BRENTWOOD PARK GOLF RANGE	N/A	N/A	N/A	Y	N/A	N/A	N/A	N/A



Conclusion

Our work around mapping demand and supply, and the need for improved market understanding is all about supporting clubs to ensure they retain their existing members and players as well as capitalise on untapped demand.

A more detailed description of the different customer profiles can be found within the 'Understanding Your Market' resource that accompanies this report. The 9 golfing profiles are designed to illustrate the wants and needs of different customers and are intended as a guide for clubs to assist with tailoring their initiatives and approach and are not meant to be a commentary on any particular golf club or facility.

Within the local authority there is a strong demand for golf when compared to the average for the county and the region. The demand is split evenly over the 9 golfing profiles, both club-based and independent.

There is a good level of golf provision within the area, with a number of 18 and 27 hole courses offering traditional club membership. In addition to course access, five facilities offer driving range provision, two of which are affiliated. Based on our initial analysis, most clubs are proactively targeting new audiences through coaching programmes and a wider range of membership and introductory options, which we will continue to support and encourage.

Average membership numbers have grown significantly over recent years moving beyond a high point in 2017, and well above the current national average of 386 members. It is also worth noting that each club will have a different financial model in terms of income generation from membership vs green fees etc.

Participation and membership in golf has seen a large resurgence over the last few years and particularly as a result of the COVID-19 pandemic, as it was considered to be a much safer and more accessible sport when we emerged from the various periods of restrictions.

We know that clubs showing growth are developing new income streams and catering for a wide range of needs, so there is clearly scope for clubs to offer additional non-traditional and flexible playing opportunities wherever appropriate. As each club/facility has its own USP and place in the market, there may also be further opportunities for some clubs to work more collaboratively in terms of creating pathways where appropriate and collectively



cater for the needs of all golfing profiles.

Further analysis at club or facility level, along with some additional England Golf tools can be used to better understand the existing members and visitors of each venue. This in turn may help to establish a clearer picture of the overall facility landscape and how well it caters for the local demographic. We believe success is reliant upon utilising a combination of the customer profiles, the mapping tool and local knowledge and experience.

Appendix 5: Tennis for Britain Vision 2019-2023



VISION 2019 – 2023



TENNIS

Opened Up.

Tennis is for everyone.

**All ages, all backgrounds, all levels of fitness.
Anyone can pick up a racket, anyone can be
part of the tennis family.**





Tennis brings together families, different generations and the country as a whole.

It can be at the heart of our community and a source of social enjoyment. It's a rewarding physical challenge for those who play it, and a wonderful spectacle for those who watch.

However, we must acknowledge that not everyone sees it this way. Some view it as a 'closed sport' without the breadth of appeal and participation of many other sports. It is important to learn from this, address the issues, and build positively and purposefully for the future.

We want to take tennis forward into a new age and ensure it is embraced by many more people. It is time for us to change perceptions of tennis and break down barriers, both real and perceived. It's time we changed the hearts and minds of the nation and helped more people to enjoy tennis in the way that's right for them.

It's time to open up tennis.



WHO WE ARE AND WHAT WE DO

The LTA has been the governing body of tennis in Britain since 1888, providing the necessary governance, events and competitive structure for the game.

We also have an important role to play in ensuring the popularity and longevity of our sport. We're here because we're passionate about tennis, and we want to spread that passion across the nation.

We're at the heart of tennis.
We're the catalyst for growing participation and popularity in Britain. We work with partners across the whole of the tennis family to provide support, practical help and innovative ideas to keep tennis moving forward.

Our five year plan has been developed with the help of a wide range of people representing all aspects of the game. It sets out a new vision and mission to guide our future, as well as the strategies and actions needed to turn our new vision into reality.

THE CHALLENGE TENNIS FACES

In 2008 we completed some research with members of the public. We asked them what sports or exercise alternatives were available to them and they identified 58 different activities.

We re-ran the research in 2018, using exactly the same methodology. This time they mentioned 116 activities.

The number of alternatives had exactly doubled. And meanwhile, over the last 10 years, participation in tennis has fallen significantly.

We know that this situation is not unique to tennis; every traditional sport faces the same pressures. But that doesn't mean we won't act. We need to acknowledge the challenge, recognise how serious it is and respond to it.



DISCOVERY

A year ago, with these challenges firmly in our minds, we set out to discover what people thought about tennis. We wanted to know its public image, its strengths and weaknesses as a sport, and what people thought needed to be done to turn things around.

We spent time on this process, because we wanted to get it right. We listened to volunteers, coaches, colleagues, players, those who used to play, non-players, the media, sports commentators, tennis professionals and fans. Sometimes it wasn't easy listening. We had to open ourselves up to criticism and be honest about the past, and what the future might hold.

This is what we heard:

We heard about the amazing benefits and appeal of our game. It is ageless, sociable and fantastic for physical and mental well-being. We heard that the whole family can play, that it's a great game for people with disabilities and is hugely rewarding in so many ways.

But it wasn't all good. We also heard that tennis can be elitist, intimidating, costly and hard to access. It's described as a 'difficult game to play well enough to enjoy'. We heard that we have started too many initiatives and finished too few, that the LTA is sometimes seen as bureaucratic, slow and complex.

The overriding sentiment was that tennis in Britain has to change, and we've taken this to heart.



SETTING A VISION

Our vision inspires us and is at the heart of our plan for the future. Based on what we heard, and what we know works, we have kept our vision simple and wide reaching; something we think everyone can embrace.

We developed and tested it with the help and support of all of those groups, and it's just three words;

TENNIS

Opened Up.

These three words are now central to our planning and decision-making processes. And we have the focus and determination that, coupled with the support of everyone in tennis, will really make a difference.

OUR MISSION

To grow tennis by making it more relevant, accessible, welcoming and enjoyable.





To help guide us in delivering our vision we have developed our mission – this identifies four areas, we call them ‘pillars’, that we need to focus on and improve to really open tennis up. These have been developed in line with the feedback from our research, from what people identified were issues with tennis today.

OUR PILLARS

RELEVANT

The sports and activity market is being disrupted. New activities, classes and different formats of existing sports are constantly entering the market and making a big noise. Tennis is seen as traditional, old fashioned and reserved. To succeed it needs to be seen as modern, fresh and exciting.

“Tennis doesn’t pop into my head for some reason. When you’re not near a park you forget! I don’t think it’s fashionable any more... I’ve not seen anybody endorsing tennis. You don’t see celebrities playing”

Lapsed Player





ACCESSIBLE

All sports need to be accessible. If there are barriers to involvement people will go elsewhere. People have little knowledge of how to get involved with tennis and the barriers, both real and imagined, are high. Tennis needs to be seen as an easy sport for people to engage with. The process must be frictionless and available when you want it.

Tennis on your terms.

“Tennis’ biggest challenge is to mobilise people who cannot afford to go to a club or where there aren’t any. That’s the difference between us and football”

Volunteer



WELCOMING

'Will I belong?' is a big question that everyone asks. Tennis is perceived as inward looking, elitist, and socially and technically intimidating. This image must be broken down; everyone is welcome in the tennis family whatever their age, ability or social background.

"When you think of sport you think of being part of a team but with tennis it is just about yourself...with something like football, you know if you do something good you are benefiting everyone, not just you and you can all have fun together"

Lapsed Player

ENJOYABLE

Sport and exercise should be uplifting, positive and exciting. People have many options that attract attention and promise enjoyment. Tennis is viewed as a tough sport requiring commitment, dedication and a lot of hard work but it doesn't have to be this way. The social side, the different formats and the exhilaration of playing are richly rewarding and hugely positive.

"I like being on court with my friends. If I'm having a laugh, it doesn't matter if I'm not very good"

Casual Player

TURNING THE VISION INTO REALITY

We have developed our programme of action with input from all types of people with a stake in the future of tennis in Britain. It is based on seven core strategies.

We have delivery plans for each with timelines, allocated resources, responsibilities and measurement criteria.



THE BIG

01/ **VISIBILITY**

Broaden relevance and increase visibility of tennis all year round to build engagement and participation with fans and players.

02/ **INNOVATION**

Innovate in the delivery of tennis to widen its appeal.

03/ **INVESTMENT**

Support community facilities and schools to increase the opportunities to play.

04/ **ACCESSIBILITY**

Make the customer journey to playing tennis easier and more accessible for anyone.

05/ **ENGAGEMENT**

Engage and collaborate with everyone involved in delivering tennis in Britain, particularly coaches and volunteers, to attract and maintain more people in the game.

06/ **PERFORMANCE**

Create a pathway for British champions that nurtures a diverse team of players, people and leaders.

07/ **LEADERSHIP**

Lead tennis in Britain to the highest standard so it is a safe, welcoming, well-run sport.

01 / VISIBILITY

Broaden relevance and increase visibility of tennis all year round to build engagement and participation with fans and players.

The media exposure created by The Championships, Wimbledon causes a peak in play every year; however it is very short lived. We need to ensure tennis is enjoyed and relevant, year-round, nationwide, for players and fans alike, whilst still capitalising on the benefits this great tournament brings.

HOW WE WILL DO IT:

- Develop and innovate within our portfolio of tournaments, players and other assets to maximise visibility of tennis all year round and increase broadcast opportunities.
- Promote and activate our events and competitions to engage and excite local communities around tennis.
- Build a communications and content programme to increase the levels of fan engagement and win back lapsed players.





“Two weeks after Wimbledon is when I feel most inspired to play tennis, it sums up summer and I really enjoying watching it! The champagne, strawberries and grass is aspirational... if the weather happens to be nice then maybe I’ll play!”

Lapsed Player



02 / INNOVATION

Innovate in the delivery of tennis to widen its appeal.

Most people only know the traditional full-size court, yellow ball game which is believed to be difficult to play.

Other forms such as padel tennis and soft ball tennis, as well as fun competition formats, offer the opportunity to bring people into the game.

HOW WE WILL DO IT:

- Identify, engage with, and promote formats of the game that make tennis more fun, flexible and easier to play.
- Create occasions and programmes to stimulate and engage new audiences in tennis.
- Deliver more relevant and enjoyable competition formats at a grassroots level for all abilities, genders and ages.

“There is a sport I have played in Spain called padel tennis – like a cross between squash and tennis. You play doubles with big foam bats so is much easier than normal tennis – I have never seen it in England – wish they had it here”

Casual player

03 / INVESTMENT

Support community facilities and schools to increase the opportunities to play.

Starting early is the key to increasing participation in any sport, as well as providing facilities that are readily accessible – whether at clubs or community centres.

HOW WE WILL DO IT:

- Evolve our facility investment strategy to deliver the right tennis facility and operating models.
- Increase opportunities for children to play tennis when they are at school.
- Support clubs to grow and retain membership, increase participation and be financially sustainable.

“The perfect scenario would be to have access to tennis wherever and whenever. In schools, across the board, as part of the curriculum as opposed to just private schools where they can already afford to do it”

Coach



04 / ACCESSIBILITY

Make the customer journey to playing tennis easier and more accessible for anyone.

There are so many people in Britain who we know would love to play tennis and would gain a lot from it but don't play at the moment - we need to ensure it is easy and affordable for them, whoever they are.

HOW WE WILL DO IT:

- Improve the awareness of the affordability of tennis.
- Make it easy for people to find and access tennis facilities.
- Make it easy for people to find someone to play with and competitions to compete in.
- Develop and implement a joined up junior pathway to get more kids playing and staying in tennis.
- Engage with underrepresented audiences to inspire them into tennis.

“It feels a bit like, ‘how the hell do I get in here? Am I allowed? Am I breaking in? Should I have paid somebody?’... there’s probably very simple things you can do with every court that say ‘this is how you book this court and when’... it feels like the way to get on these courts is hidden away”

Executive Team Member



05/ **ENGAGEMENT**

Engage and collaborate with everyone involved in delivering tennis in Britain, particularly coaches and volunteers, to attract and maintain more people in the game.

We know there are thousands of us that are truly passionate about tennis and want to share our great sport with everyone.

At the moment there are some brilliant examples but we are not all aligned. Together we can deliver the sport much more effectively.

HOW WE WILL DO IT:

- Attract a diverse and inclusive workforce that is aligned to our culture and vision.
- Develop a leading qualification and relevant support that attracts, develops and engages coaches to achieve their goals and deliver our vision.
- Motivate and support volunteers in helping them to deliver tennis.





“I want everyone to be working in the same direction... all the clubs to be working together to the same goal. I work with two clubs and am trying to get them to think about working together not a ‘them and us’ attitude”

Coach

06 / PERFORMANCE

Create a pathway for British champions that nurtures a diverse team of players, people and leaders.

Part of our role is to give our thousands of fans something to cheer for and be proud of. There is no doubt that the more successful our British players are, the more exposure tennis gets.

We need to find talent and nurture it. Then ensure that success leads to increased participation, whether that be fans or players.

“There are lots of missed opportunities in tennis... It is a golden sport with Britain doing well at a high level and a great following, but we don't really make the most of this in getting people to play”

External Expert

HOW WE WILL DO IT:

- Deliver the Davis & Fed Cup squads, and the wheelchair World Class Programme with excellence.
- Support and hold Pro Scholarship Programme players and their personal coaches accountable for the achievement of their Individual Development Plan goals.
- Transform the development of future British champions by supporting and holding National Academies to account for the delivery of full-time, residential, pro-style training environments.
- Work with players and coaches on the National Age-Group Programme to support the achievement of Individual Development Plan goals in order to create an oversupply of players competing for places; on the Pro Scholarship Programme by age 16, at National Academies by age 14, and at Regional Player Development Centres and Regional Training by age 11.
- Educate and develop performance coaches and people capable of delivering the player development philosophy with excellence.



07 / LEADERSHIP

Lead tennis in Britain to the highest standard so it is a safe, welcoming, well-run sport.

This is core to our role; it is something that we take seriously and do well, but we are not complacent. We will continue to be a best in class governing body in order to play our part in delivering the vision for tennis in Britain.

HOW WE WILL DO IT:

- Develop and implement the highest safeguarding standards across tennis.
- Grow our revenues and enhance our long-term investment making capabilities to protect the sport.
- Develop, invest and maintain the technology, data strategy, infrastructure and capability to enable the delivery of our strategic plan.

“For me it’s about protecting the grassroots of the sport... To make sure the sport still exists in a generation’s time or a generation beyond that”

Colleague



THE VALUES THAT GUIDE US

How we interact is important to all of us. We want to work together, with the same beliefs and principles; to be a true line of one through our sport.

We have identified four values that will guide us towards our vision:

TEAMWORK

We work together to grow tennis in Britain.

INTEGRITY

We take responsibility for our actions and do what is right.

PASSION

We have an enthusiasm that makes everyone want to be part of what we do.

EXCELLENCE

We continuously strive to be the best we can.

MAKING

it happen...

FANS

We know that there is a huge opportunity to bring more tennis fans closer to the LTA, so we can build relationships with them, offer them new ways to enjoy tennis, and help them rediscover a love for playing. We'll aim to have many more fans engaged with us by 2023.

ADULT PLAYERS

We will help many more people pick up a racket; for the first time or the first time in a while. And we'll make sure people of all ages and abilities can and do play more often, not just in the summer.

YOUNG PEOPLE

We need more children to start playing tennis, and to keep on choosing it. We'll do whatever it takes to provide more opportunities for parents and kids from the whole of Britain to choose tennis, and provide a clearer path through from starter sessions to age-appropriate competition.

HIGH PERFORMANCE

Our player pathway is designed to find and nurture the next generation of champions, with a particular focus on enabling young players to break into the top 100, win medals and inspire the tennis fan audience.



We have a lot to do, and we know we can't do it alone.

The LTA needs every volunteer, every coach, every player and every fan in Britain to get behind our work, so that together we can grow the sport we all love.

We want to support as many people as possible to play their part and believe that, with the help of everyone who cares about our game, we can turn the LTA's vision into reality and open up tennis for the good of everyone.

Scott Lloyd
Chief Executive
LTA





Scott Lloyd takes part in a Tennis for Kids session in Hackney, East London.



LTA

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