



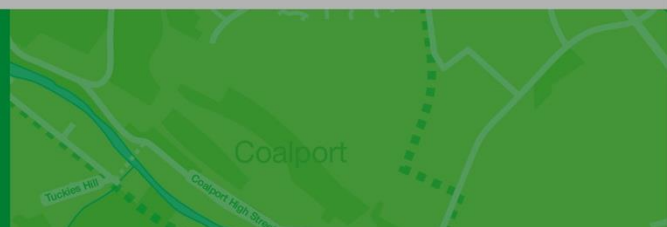
Telford & Wrekin
Co-operative Council

Protect, care and invest
to create a better borough

Telford and Wrekin Playing Pitch and Outdoor Recreation Strategy

Appendix One

2025 - 2035



APPENDIX ONE: SPORTING CONTEXT

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

National context

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

Department of Culture, Media and Sport Get Active: A Strategy for the Future of Sport and Physical Activity (2023)

The previous Government published its new strategy for sport in August 2023. The 2015 government sport strategy, Sporting Future: A New Strategy for a More Active Nation, was a fundamental re-framing of sport and physical activity in the UK. It set out five outcomes delivered by sport and physical activity:

- ◀ Physical wellbeing
- ◀ Mental wellbeing
- ◀ Individual development
- ◀ Social and community development
- ◀ Sustainable economic development

This new strategy builds on the foundations of Sporting Future and retains these five outcomes at its core. In order to measure its success in producing outputs which accord with these aims it has also adopted a series of three core priorities, with seven indicators to achieve these priorities as follows:

- ◀ **Being unapologetically ambitious in making the nation more active**
 - ◀ Ensuring everyone is focused on increasing physical activity, meaning fewer inactive children, and narrowing the gap on inactivity where groups are not being reached, with visible progress across the country by 2030
 - ◀ Focusing on evidence, data and metrics
 - ◀ Setting the future direction for facilities and spaces where people can be active
- ◀ **Making sport and physical activity more inclusive and welcoming for all that everyone can have confidence that there is a place for them in sport**
 - ◀ Helping the sector to be welcoming to all
 - ◀ Improving how issues and concerns are dealt within the sector
- ◀ **Moving towards a more sustainable sector that is more financially resilient and robust**
 - ◀ Supporting the sector to access additional, alternative forms of investment
 - ◀ Working towards a more environmentally sustainable sector

Delivering against these priorities will help create a more active nation and a more sustainable sport sector. These aims are complementary; greater participation, stronger governance and confidence in the sector will help to drive investment, which in turn helps to attract new audiences. The vision is to make sport and physical activity accessible, resilient, fun and fair, for now and the years to come – for the benefit of individuals and the country.

Sport England Uniting the Movement: Our 10-year vision to transform lives and communities through sport (2021-2031)

Sport and physical activity makes people happier and healthier, and movement is the lens through which we can make that happen. It does the same thing for our communities, with life-changing, sustainable benefits that have huge economic and social value. That's why Sport England wants sport and physical activity to be recognised as essential to help overcome these national challenges.

The Strategy recognises the need to invest in sport and physical activity through NGBs, other sports bodies and local sports clubs, organisations and community groups to increase engagement for different groups as part of our core purpose. It states that there is now a need to go further in promoting movement in general as the means to unlock sport and activity for some people.

Tackling inequalities

There are deep-rooted inequalities in sport and physical activity, which means that there are people who feel excluded from being active because the right options and opportunities aren't there. These inequalities are at the very core of the Uniting the Movement.

Sport England plans on having a laser focus on tackling inequalities in all that it does, because providing opportunities to people and communities that have traditionally been left behind, and helping to remove the barriers to activity is vitally important.

National Planning Policy Framework (2024)

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

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

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

Paragraph 104 sets three criterion that ensures existing open space, sports and recreational buildings and land, including playing fields and formal play spaces, should not be built on unless:

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

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

The FA National Football Facilities Strategy (2018-28)

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

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

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

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

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

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

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

The FA: Inspiring Positive Change Through Football (2024-28)¹

The FA launched its new Strategy which aims to ‘take English football forward, with clear focus on the biggest opportunities and challenges that need to be addressed’.

To achieve this, eight key strategic priorities are identified which include four ‘Game Changer’ objectives and four ‘Drivers’ objectives as detailed below. The strategy also outlines how The FA’s plans to achieve these objectives.

Game Changers:

- ◀ Win tournaments
 - ◀ Develop pathways
 - ◀ Support elite players
 - ◀ Enhance environments
 - ◀ Collaborate and influence
- ◀ A game free from discrimination
 - ◀ Boost representation
 - ◀ Drive more inclusion
 - ◀ Tackle discrimination
- ◀ Equal opportunities for women & girls
 - ◀ Increase school participation
 - ◀ Increase club participation
 - ◀ Enhance women’s competitions
 - ◀ Support female coaches and referees
- ◀ Transform the pitch landscape
 - ◀ Sustain and grow high-quality grass pitches
 - ◀ Deliver new 3G pitches
 - ◀ Support inclusivity accessibility and environmental sustainability of facilities

Drivers:

- ◀ Thriving community clubs
 - ◀ Develop club opportunities
 - ◀ Support the current and future generation of club leaders
 - ◀ Equip clubs to add long-term value to local communities
- ◀ World-class FA cups
 - ◀ Broaden commercial appeal
 - ◀ Evolve the Adobe Women’s FA Cup format
- ◀ Participant led
 - ◀ Place participants at the centre of decision making
 - ◀ Create flexible models to meet participants needs
 - ◀ Provide digital tools to improve experiences
- ◀ Progressive governance
 - ◀ Support integration of women’s and girls’ football
 - ◀ Support governance of the NLS
 - ◀ Support our County Football Associations (CFAs)

The FA: Reaching Higher (2024-28)²

The FA’s 2020-2024 strategy, ‘Inspiring Positive Change’, coincided with record growth across the sport, with more women and girls playing, coaching, officiating and supporting the flourishing professional game than ever before.

¹ [FA Strategy 2024-2028: The Football Association](#)

² [The FA Womens & Girls Football Strategy 2024-28](#)

This strategy aims to build on the success achieved to date and strives to continue working to unlock the full potential of the women's and girls' game. The strategy outlines four strategic priorities as seen below.

1. **Build and Protect the Uniqueness of the Women's Game:** Continue to honour the history of women's football and recognise those who have contributed towards making it so unique, whilst ensuring the distinct qualities and unique culture of the women's game are valued and protected.
2. **Win a Major Tournament:** Continue to be world-leaders both on and off the pitch, developing players and building an inclusive talent pathway system to make football more equal and accessible at every level of the game, ensuring the England pathway and teams represent society.
3. **Build Robust, High-Quality Competition:** Create compelling competition structures and support clubs to develop to the appropriate level within the game, while enabling people to grow and develop within The FA's competition structures.
4. **Deliver Equal Opportunities for Women and Girls to Play:** Sustain growth in schools whilst tackling inequalities. Continue to grow the number of female teams and deliver vibrant league offers whilst extending and enhancing the sessional football offer. The ambition is for 90% of schools to deliver equal access for girls to play football in key stages two and three.

There are five golden threads which weave through each of the four strategic priorities and across all levels of the women's and girls' game, which will be instrumental for delivering the next phase of growth by 2028:

1. **Female Health and Wellbeing:** Develop the game to support women and girls with their health and wellbeing needs, providing them with environments in which they can thrive.
2. **Safeguarding:** Support the evolution of an ever-safer culture across the women's and girls' game.
3. **Refereeing:** Grow and nurture a new generation of referees who are representative of our society.
4. **Coaching:** Support and develop brilliant coaches capable of unleashing every player's potential in a safe and inclusive game.
5. **Diversity and Inclusion:** Ensure the game is more reflective of our society.

Inspiring Generations – Cricket's Game-wide Strategy (2025 – 28)^[1]

In October 2024 the ECB released its updated strategy Inspiring Generations – Cricket's Game-wide Strategy (2025 – 28). Cricket in England and Wales has seen transformative growth since the publication of its previous strategy Inspiring Generation (2020-24). Its new strategy represents an evolution of its plans, however, many of its previous themes are still relevant. Its main purpose is to say 'Cricket is a game for me' through its vision:

- ◀ To become the most inclusive team sport
- ◀ To grow and unite the game
- ◀ Lead the game through global transformation

It aims to obtain this vision through six key objectives

- ◀ Make cricket diverse, inclusive and accessible

^[1]<https://resources.ecb.co.uk/ecb/document/2024/10/22/19a925d7-3c92-4a36-8e7b-f49cb470377f/ECB-Inspiring-Generations-2025-2028.pdf>

- ✦ Transform Women's and Girl's cricket
- ✦ Connect communities through play
- ✦ Inspire through winning England teams
- ✦ Support a thriving and sustainable men's and women's professional game
- ✦ Win the battle for attention

Underpinning these six ambitions are a series of enablers that cut-across multiple areas of the game, alongside Cricket's Core Values.

The Rugby Football Union Strategy 2021 Onwards

Through the strategy, the RFU aims to enrich lives, introduce more people to rugby union and develop the sport for future generations. The goal is to achieve this by strengthening and uniting rugby union in England and producing consistently winning England teams.

Eight key strategic priorities are identified with all investment decisions aligned to these. The strategy also outlines the RFU's core activities which form the backbone of its business operations and services to the game.

The priorities include four 'Game Objectives' and four 'Driving Objectives' as detailed below.

Game Objectives:

- ✦ Enjoyment – enable positive player experiences on and off the field
- ✦ Winning England – create the best possible high-performance system for England Rugby
- ✦ Welfare – enhance player welfare to protect and support the wellbeing of players
- ✦ Flourishing rugby communities – support clubs to sustain and grow themselves and to reflect society

Driving Objectives:

- ✦ Diversity & Inclusion – drive rugby union in England to reflect the diversity of society
- ✦ Understand – build a deep understanding of players, volunteers and fans to shape the future of the game
- ✦ Connect – connect with and grow the rugby community and create exceptional experiences
- ✦ Commercial and operational excellence – ensure a sustainable and efficient business model delivered by an inspired workforce

England Hockey Strategy (2023 – 2028)

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

Aiming to make hockey more noticeable, relevant, and accessible to all, England Hockey have launched their new strategy 'Creating a Future for Our Game Together' on 3rd October. The new strategy is a continued effort to re-engage with the current hockey community and to reach out to potential newcomers to introduce them to hockey.

Underpinning the strategy and of importance to the hockey community are four values, "collaborate inclusively, care for people and places, play with spirit win with grace and resilient in everything we do".

The strategy is the culmination of two years consultation with various stakeholders across the sport and larger sporting sector. Hockey will be guided by five key objectives over the next five years.

1. **Lead Positive Change:** to create and champion positive change within the community by broadening and widening the engagement of the sport and making it more ethnically and culturally diverse.
2. **Meaningful Growth:** to make sure that our sport thrives and grows into the future, we want to nurture a love of hockey within a more diverse group of young players and communities to reflect society.
3. **Drive Visible Impact:** to produce and release high-quality, engaging content that shares the love of the game, captures the passion, builds a deep connection and amplifies the voices of the hockey community with new and existing participants.
4. **Responsible Leadership:** to provide forward thinking, compassionate and inclusive leadership. Leadership that fosters trust within physically and psychologically safe environments and which puts players, the community and sustainability at heart of every decision.
5. **Inspirational International Success:** inspirational club and national teams delivering podium success in Europe and on the world stage, underpinned by a thriving talent system and domestic game.

The strategy aligns with Sport England's 'Uniting the movement' strategy and UK Sport's Powering Success, Inspiring Impact' strategic plan.

Rugby Football League – National Community Facilities Strategy (2024 – 2030)

The RFL has developed a new National Facilities Strategy which will guide investment into the game from 2024 through to 2030. The proposed investment package aligned to the Strategy will not only transform facilities, but also bolster the sport's social impact, reinforcing its position as a vital part of the nation's sporting and social fabric.

The four focus areas of the Strategy are:

- ◀ **Security of Tenure** – allowing clubs to plan for the long-term
- ◀ **Accessible and Inclusive Facilities** – providing suitable facilities for all and creating safe spaces for the wider community
- ◀ **Adequate and Appropriate Pitch Provision**– investment both in playing surfaces, and in upskilling a volunteer workforce to maintain them
- ◀ **Sustainability**– both environmental and financial

The Strategy will deliver on the four focus areas by delivering against a set of five recommendations which are set within the Strategy and are detailed below. These recommendations reflect the wider strategic aspirations across the sport and are for the RFL to work to deliver.

◀ **Focus Community Clubs**

- ◀ Ensure the RFL has sufficient capacity and resource to deliver the recommendations identified within this Strategy to support its community clubs.
- ◀ Ensure all community clubs have the knowledge and resource to provide good quality grass pitches.
- ◀ Supporting clubs to have good quality changing and social facilities which can support the scale of need at each club. These must be inclusive for all participants and benefit target user groups such as women and girls' participants.
- ◀ Ensure clubs can accommodate a sustainable operational programme for clubhouses to ensure the longevity of provision.
- ◀ Work with clubs and key partners to increase the number of clubs with secured tenure of their club facilities.

- ◀ Develop a dedicated funding programme which is specifically aimed at supporting clubs to gain security of tenure at their respective site.
- ◀ Highlight success stories and best practices from community clubs to inspire others and showcase the positive impact of these efforts.
- ◀ **Deliver positive social and environmental impact**
 - ◀ Support clubs through training and advice on how to promote facilities for non-rugby league purposes.
 - ◀ Work with Active Partnerships across England to enable higher usage and activation of rugby league assets for non-rugby league activity.
 - ◀ Prioritise clubs for wellbeing hubs which may offer the widest social benefit (relative to local need) – particularly those in high deprivation areas.
 - ◀ Use the activation of club facilities as a prerequisite to capital funding for club house improvements / new development.
 - ◀ Collaborative working with sports partners and key agencies
- ◀ **Collaborative working with sports partners and key agencies**
 - ◀ Ensure continued working with Sport England and National Governing Bodies of other sports to capitalise on shared investment opportunities.
 - ◀ Work with the Football Foundation to maximise Multi-Sport funding opportunities – utilising the framework provided in this Strategy as the baseline of shared investment.
 - ◀ Work closely with Active Partnerships in areas with high club densities to establish opportunities for pitch access via the Open School Facilities programme.
- ◀ **Technological solutions**
 - ◀ Ensure the RFL gathers greater levels of information from clubs via affiliation. To include (e.g.) security of tenure information and an integrated self-assessment audit of community facilities.
 - ◀ Continue expanding the use and application of PitchPower so all clubs can self-assess provision and support clubs to make positive contributions to improving the quality of grass pitches.
 - ◀ Promote technological solutions which progress clubs into being more sustainable, energy efficient and ensure their long-term viability as community assets.
 - ◀ Create a platform or resource hub where clubs can access information on funding opportunities, facility management, and sustainable operational practices.
- ◀ **Working with Charitable Community Organisations and Wheelchair Rugby League**
 - ◀ Develop an investment package to support the operational delivery of professional club foundation led wheelchair activity focusing on storage and logistical solutions.
 - ◀ Prioritise capital investment into community club sites which also accommodate professional club foundations as tenants for community Rugby League activity.
 - ◀ Begin work on the feasibility of developing a national wheelchair centre which includes exploring partnership opportunities with other sports to maximise multisport value and return on investment.
 - ◀ Consult with professional club foundations, where possible, to understand the need for 3G access and work to ascertain sufficient access hours during peak times of need.

LTA – Tennis Opened Up 2024-2026

The LTA's vision for 2024-2026, is Tennis Opened Up. Its mission is to transform communities through tennis, by making it by making it relevant, accessible, welcoming, enjoyable and inspiring. The objectives of the LTA are:

- Put tennis at the heart of communities.
- Grow and diversity our audience of fans and players.

- Attract and engage the tennis workforce for the next generation.
- Be one of the most respected nations in the world for player development.
- Secure a sustainable future for tennis in Britain.

These objectives will be delivered through six strategies: Invest, Grow, Engage, Perform, Diversity and Lead. The LTA will implement a facilities strategy with a focus on parks, covered courts, Community Indoor Tennis Centres and Padel.

England Athletics Strategic Plan – Athletics & Running: for everyone, forever – 2017 and beyond

This plan sets out England Athletics' mission, vision and strategic priorities that will direct how they work as an organisation during the coming years: what they do and how they will do it.

Vision: Make athletics and running the most inclusive and popular sport in England, led by a network of progressive clubs and organisations and supported by a sustainable, respected and trusted governing body.

For England Athletics to achieve this vision, they will focus on three values:

- Pride – taking pride in their work and demonstrating to athletes that they recognise the importance of their role in bettering athletics.
- Integrity – demonstrate integrity to earn respect and to build effective partnerships.
- Inclusivity – promote inclusivity in all their actions.

Mission: To grow opportunities for everyone to experience athletics and running, to enable them to reach their full potential.

In order to achieve their mission, England Athletics will have three strategic priorities.

1. To expand the capacity of the sport by supporting and developing its volunteers and other workforce. The target is to achieve a 6% increase every year of licensed leaders, coaches and officials.
2. To sustain and increase participation and performance levels in our sport. To achieve this, England Athletics' current targets are to increase the number of club registered athletes from (149,000 to 172,000), engage 135,000 people through the RunTogether programme and to increase athlete performance levels across all events and disciplines by 1% every year.
3. To influence participation in the wider athletics market. Their target here is to increase the number of regular athletes or runners by at least one million.

England Athletics Facility Strategy (2018 – 2025)

The purpose of this document is to set out our long term vision for athletics facilities in England. Facilities form a vital component of the overall England Athletics strategy.

The development, protection and enhancement of facilities will support our strategic plan and help England Athletics contribute to the delivery of the Department for Culture, Media and Sport's Sporting Futures: A New Strategy for Sport and Sport England's strategy Towards an Active Nation. Appropriate facilities help to attract and inspire new participants and provide the foundation and focus for a significant proportion of the England Athletics family.

The England Athletics Strategic Plan notes that the sport increasingly needs to become financially sustainable and that a business-like and innovative approach is a vital component of its future success. Facilities are fundamental, but they are also expensive to create and to maintain. The sport therefore faces a significant challenge to develop, improve and maintain facilities, most of which are currently operated and funded by third parties.

This strategy sets out a challenge to all those involved with the delivery of the sport to be innovative and business like in the operation and development of facilities at a time of financial challenge, as it aims “To create an innovative and inspiring network of sustainable athletic facilities, with the capacity to meet both current and future demand across England”.

England Netball

In November 2021 England Netball launched a 10-year ‘Adventure Strategy’ for the game with a new brand identity for the organisation.

England Netball’s ‘Adventure Strategy’ shares a purpose-led ambition for the game, to build on the momentum the sport has seen in recent years and take it to new heights for the decade ahead.

The ‘Adventure Strategy’ outlines the intention to:-

- ◆ accelerate the development and growth of the game at every level, from grassroots to the elite,
- ◆ elevate the visibility of the sport, and
- ◆ lead a movement to impact lives on and beyond the court.

At the heart of its purpose, England Netball, with its proud and unique female foundations, will remain dedicated to increasing opportunities for women and girls to play the game as a priority, working tirelessly to address the gender participation gap in sport that has widened since the global pandemic.

Underpinned by years of engaging with and delivering netball for female communities, the organisation pledges to understand, support and nurture women and girls more deeply at every life stage, at every age.

The organisation is also committed to opening the sport to new audiences in every community, so netball better represents the rich diversity of the country it proudly represents, and ensures the sport continues to evolve and adapt to thrive in the future, helping to create a truly inclusive sport for all where everyone can belong, flourish and soar. A recent partnership announcement with England Men’s and Mixed Netball Association (EMMNA) to help develop and grow male participation in the game, supports this commitment as England Netball pledges to promote difference and embrace the opportunity to make the sport a possibility within everyone’s reach.

Transforming netball for children and young people is a strategic priority to protect the future of the sport. Working with schools and policy makers to extend physical literacy within, and after the school day with a focus on netball specific provision will pave the way for greater community participation. The organisation will accelerate the expansion of its Bee Netball programme for young children, whilst supporting teens and young women to stay in the game to keep them physically active and in the game for life.

The elite game is in focus too, with the ambition for the Vitality Roses to be the best female sports team in the world, supporting the national team to consistently win on the world stage, with an outstanding talent pathway in place to fuel sustainable successes on court, and

setting new standards for netball. The professionalisation of the game over the next decade is a priority, focusing on growing world-leading international and domestic competitions and events, and creating more careers in the sport.

Grounded in feedback from the Netball Family, with over 3,000 members and stakeholders consulted as part of the strategic process to understand what they wanted netball to 'look like' in 2031, the plan is aspirational and ambitious and sees the organisation pledge to continue to be a trailblazer for women's sport as it embarks on its new adventure.

Facility Development

The facility development aspirations stated within the Strategy are to:-

- ✦ Take a fresh look at the spaces required to support the sport, creating accessible places in every community to allow netball to be incorporated into how and where women and girls live their lives;
- ✦ Protect, enhance, and extend the network of homes that house the sport at a local and regional level;
- ✦ Develop an elite domestic professional competition that supports full time athletes underpinned by a world class infrastructure and environments.
- ✦ For England Netball to achieve its ambitions to make the game accessible to wider audiences and in every community, it encourages Local Authorities to adopt policies within Playing Pitch Strategies and Built Facilities Strategies that:-
- ✦ Facilitates informal netball activity within neighbourhood multi use games areas for example by installing combined outdoor basketball and netball goals and art courts in Neighbourhood Equipped Areas for Play (NEAPs).
- ✦ Incorporates the cultural and health needs of women and girls within any designs for improved or new facilities.
- ✦ Protects and enhances netball facilities within all Primary and Secondary School environments so they offer a positive first experience of the sport for students and the wider community during out of school hours.
- ✦ Supports the installation of floodlights on outdoor courts to increase all year-round use.
- ✦ Facilitates the development of netball growth programmes, club training and competition within public leisure centres.
- ✦ Where appropriate, supports the development of netball homes and performance environments that enable local women and girls to pursue a career in netball as an elite athlete, official, coach or administrator.

British Crown Green Bowling Association

Please note there is no current facility guidance provided by British Crown Green Bowling Association responsible for crown green bowls in England.

<http://bcgba.org.uk/index.html>

England athletics strategy plan 2021 – 2032: Athletics and runners at the heart – creating opportunities, enhancing experiences and powering potential.

This strategy ensures a robust and clearly defined future direction for the sport which places athletics and runners at the heart of everything we will do over the 12 year period to 2032.

England Athletics overarching purpose and visions are:

Purpose: 'To inspire more athletics and runners of all abilities and backgrounds to fulfil their potential and to have a lifelong love for the sport.'

Vision: 'For athletics to become an inclusive sport where everyone belongs and can flourish.'

At the heart of this plan, and the focal point for everything England Athletics do, are the people and communities involved in athletics across the following five areas:

1. Clubs, Club Leaders and facilities
2. Competition
3. Coaches and officials
4. Participation: young people and running
5. Talented athletes

Each has its own unique challenges and opportunities, yet also the opportunity to positively influence the success and growth of the other areas.

There are four key supporting activities that will be essential in enabling us to deliver the strategic priorities and ultimately achieve goals:

- Provide strong **leadership** that builds trust and respect by creating an open and positive culture.
- Embrace technology and reduce our environmental impact by putting **digital first** and encouraging innovation and creativity.
- Ensure greater **engagement** through sharing of high-quality insight, information and content.
- Develop **commercial minds** to maximise funding opportunities and diversify income.

BaseballSoftballUK's Strategic Plan (2020-24)

This Strategic Plan aims to have more people playing baseball and softball in more places. Its strategic priorities to achieve this include:

◀ Targeted participation growth

To encourage and enable growth, working with a range of partners and organisations to reach new audiences:

- a) Coordinating a children and young people participation plan that establishes local youth leagues particularly for baseball and girls fastpitch, underpinned by strong schoolclub links.
- b) Further developing adult baseball and softball in the Higher Education and the workplace.
- c) Facilitating and enhancing playing opportunities for LGBTQ+ people, women and girls, lower socio-economic communities, BAME people and those with a disability.

◀ Talent development

We will build an effective and efficient talent identification and development pathway:

- a) Supporting home-grown talent from all communities, reducing financial barriers that prevent talent from blossoming.
- b) Developing and communicating clear performance pathways from grassroots to elite.
- c) Delivering regular high-quality coaching opportunities, in appropriate facilities.

◀ Efficient grassroots support services

Spanning baseball and softball, we will support grassroots organisations to be stronger, safer and sustainable:

- a) Offering services that add value in safeguarding, integrity, administration, technology and marketing, through collaborative working.
- b) Coordinating UK-wide and home country development plans for baseball, and for slowpitch and fastpitch softball, spanning grassroots, talent and workforce development.
- c) Supporting grassroots organisations to become an important part of their local community.
- d) Taking a leading role in enabling the improvement and creation of appropriate local playing facilities.

- ◆ Organisational sustainability

Build the organisation and sports to be more financially sustainable, including:

- a) Increasing and diversifying our partnerships and funding sources.
- b) Realising the potential of our workforce, assets, services and relationships.
- c) Increasing funding from events, fundraising and sponsorship.

England Golf Course Planner – Strategic Direction (2021-2025)

England Golf has always had a mission to lead, support, inspire and deliver for its community of golfers, golf clubs and counties. To help enable this, its Course Planner forms the core of its strategy, with 18 guiding principles established that are designed to best position growth in the game:

- ◆ Strengthen governance in all aspects of the sport
- ◆ Deliver safeguarding throughout the golfing community
- ◆ Utilise data and technology to enhance decision making
- ◆ Drive equality and equity in everything it does
- ◆ Support golf clubs with member recruitment and retention
- ◆ Connect and engage with all golfers
- ◆ Inspire and educate golf's network of volunteers
- ◆ Increase golf's influence
- ◆ Advocate and inform on all elements of sustainability
- ◆ Drive diversity at all levels of golf
- ◆ Create more opportunities for junior and young adults
- ◆ Promote the health and wellbeing of golf
- ◆ Inspire more women and girls to play golf
- ◆ Develop greater access for disabled people
- ◆ Enthuse all golfers through relatable role models
- ◆ Communicate a positive perception change for golf
- ◆ Deliver an excellent talent development pathway
- ◆ Host best-in-class competitions for all golfers

<https://www.englandgolf.org/englandgolfstrategy/>

Rounders England's Strategic Vision 'Rounders Reconnected' (2022-2032)

This strategic plan aims to grow and develop rounders into a thriving, modern and inclusive sport that can be enjoyed by everyone. Its four points of focus include:

- ◆ Have one million people playing rounders by 2032
- ◆ Have 100,000 members by 2032
- ◆ Develop a commercially viable national league structure
- ◆ Be Commonwealth Games ready by 2032

British Cycling Lead our Sports – Inspire our communities³

British Cycling's Strategy identifies seven key priorities for cycling before the Paris Olympics in 2024. These priorities are:

- ✦ Inspiring Performances
- ✦ Grow Communities
- ✦ Engage the Next Generation
- ✦ Flagship Events
- ✦ Cycling for Everyone
- ✦ Work Together
- ✦ Equipped for Success

The seven priorities are not everything that British Cycling will do, but that can have the greatest impact over the next 36 months. The priorities are all interconnected and are cross interdependencies – achieving one strategic priority is often reliant upon achieving the other.

For each of the priorities, the Strategy sets out the measures of success:

Priority	Sub priority	Measures
Inspiring Performances	Sustain inspirational global elite cycling success	<ul style="list-style-type: none">✦ Win 10 Olympic and 15 Paralympic medals.✦ Creation of a development plan to support elite non Olympic and Paralympic disciplines.✦ Increase by 10% the number of riders in the talent pathway across ethnic communities, disability and low socioeconomic backgrounds.
Grow Communities	Grow and serve our cycling communities	<ul style="list-style-type: none">✦ Diversify and grow our cycling communities.✦ Grow membership from 150k to 250k.✦ Increase affiliated clubs and groups by 20%
Engage the Next Generation	Encourage more children and young people to make cycling a lifelong habit	<ul style="list-style-type: none">✦ Increase the number of children and young people in clubs or groups by 20%.✦ Increase by 10% the number of children and young people participating across ethnic communities, disability and low socio-economic backgrounds.✦ Increased awareness and perception of British Cycling in a younger audience through yearly tracking.
Flagship Events	Host world class major events to excite and inspire	<ul style="list-style-type: none">✦ Achieve major event hosting targets across disciplines.✦ Support the legacy impact of both the 2022 Commonwealth Games and the Cycling World Championships 2023.✦ Increase the opportunities for British riders to perform on home soil.
Cycling for Everyone	Ensure cycling is open to everyone	<ul style="list-style-type: none">✦ Put in place robust tracking and increased diversity in facilitators and governance.✦ 90% of our communities to believe cycling is an inclusive activity and a sport for them.✦ Increase participation in our sport across genders, ages, ethnicity, disability, sexual orientation and low socioeconomic backgrounds by 10%.
Work Together	Work together with everyone who makes	<ul style="list-style-type: none">✦ A 25% increase in the percentage of cycling facilitators that feel appreciated for the work they do.

³ [British Cycling Lead our Sports](#)

Priority	Sub priority	Measures
	cycling happen	<ul style="list-style-type: none"> Retain, grow and diversify the range of partners in line with our strategic priorities.
Equipped for Success	Deliver our strategy effectively and efficiently	<ul style="list-style-type: none"> 100% increase in the diversity of the industries represented in the British Cycling partnership portfolio. Grow and diversify income streams.