

Assessment of Facility Development Proposals

Market Drayton Sports Association (MDSA)

A report by Strategic Leisure Limited

September 2023



Market Drayton Sports Association

Assessment of Facility Development Proposals

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1. Introduction and Scope of Work

- 1.1. The Market Drayton Sports Association (MDSA) approached Strategic Leisure Limited (SLL) in August 2022 about undertaking some work into the Association's current situation regarding facilities, with the aim of identifying a way forward for investment and likely re-location. The need for this work was presented to, and discussed with, Market Drayton Town Council (MDTC) in September 2022. As a consequence, it was agreed that MDTC would fund the feasibility work, as they too agreed a long-term solution needs to be found for the MDSA and indeed the wider provision of sports facilities in Market Drayton.
- 1.2. Key documents informing this study are:
- The Market Drayton Neighbourhood Plan
 - The Shropshire Council Playing Pitch Strategy (PPS) 2022 – currently being refreshed
 - The Shropshire Council Built Facility Strategy 2020
 - The Shropshire Council Local Plan
 - The Shropshire Council Greenfields Sports Ground Mitigation Strategy (KKP), February 2021
 - The MDSA Business Plan, developed in 2019

Background Context

- 1.3. The context for this work is that MDSA has for some time now been highlighting the need to consider the future of their provision. MDSA comprises:
- Market Drayton Tennis Club (MDTC)
 - Market Drayton Football Club (MDTFC) (also includes Walking Football under umbrella of MDTFC and Men's Sheds)
 - Market Drayton Rugby Club (MDRC)
 - Market Drayton Tigers Football Club (juniors) (MDTFC)
- 1.4. The existing MDSA facilities are tired and have been developed on a piecemeal basis; they are in need of significant investment. Further challenges include the lack of Disability Discrimination Act (DDA) compliant access, and the fact that not all safeguarding guidance can be met. Much of the ancillary accommodation is housed in a series of portacabins, and the main clubhouse requires substantial electrical work.
- 1.5. In addition, the current site has major access and safety issues as there are a significant number of large lorries in and out of the site; these use the same ingress and egress routes as do pedestrians, many of whom are young children. There is insufficient on-site car parking provision.

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- 1.6. The existing site is becoming increasingly inefficient and expensive to operate; repairs and maintenance eat up a huge amount of budget which impacts on club sustainability, and existing facilities do not have the capacity to meet current demand – particularly for junior football, rugby and tennis; this applies to training, competition and club nights.
- 1.7. MDSA receives an annual grant of £27.5k from Market Drayton Town Council; this was increased to £40k for the year to 2023/2024 to cover increased utility costs. The urgent need for electrical infrastructure works prompted a request for additional support in 2022 of £85k. Given the age and condition of the majority of the MDSA facilities there is a question over the continued value of investing in existing infrastructure, as, in reality, this is simply papering over the cracks.
- 1.8. There is a need to consider wholesale and future-proofed replacement of MDSA, which provides vital local opportunities for participation in a range of sport and physical activity, managed completely through volunteers. The challenge to this need is whether replacement should be on the existing MDSA site or whether there is opportunity to re-locate elsewhere and potentially consider co-location and partnership with other clubs/activities/provision.
- 1.9. The existing MDSA location is Greenfields; this site is owned by Shropshire Council and leased to Market Drayton Town Council, who in turn sub-leases the land to MDSA Ltd. The Greenfields site (approx. 20.5 acres) is allocated in the Shropshire Council Local Plan 2016-2038 for residential development.
- 1.10. If residential development achieved planning permission, the developer of the new homes would need to make a financial contribution towards the cost of re-locating MDSA i.e., s106. The impact of the pandemic and current cost of living crisis has exacerbated the existing precarious situation for MDSA; they have no capital to invest, but they desperately need new facilities,

Scope of Work

- 1.11. The original scope of work agreed is:
 - Re-confirm the mitigation facility mix set out in the Shropshire Council Greenfields Sports Ground Mitigation Strategy (KKP) 2021 report
 - Consultation with other potentially interested partners at local level, about re-locating as part of a wider sports hub
 - Revised re-location plan to reflect further facility mix options, on Longford Turning
 - Revised capital costs
 - Extent of additional capital funding needed and potential sources
 - Consultation with potential funding partners
 - Development of the future governance model and agreement on the way forward (this is important as feeds into the revenue model)
 - Development of a business plan for the MDSA for the new site to reflect the investment options
 - Establish realistic timeframes for the overall project
 - Development of report setting out all the above

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- 1.12. In undertaking the study, it has become very clear that there have been a number of significant contextual changes which are now impacting the progress of redevelopment for MDSA. These include:

National Factors

- **Changes to national funding streams;** National Governing Bodies now, in the main, give loans, not grants. Sport England is currently working on a new Place Fund, but this will be a solicited fund, targeted at a number of places in the UK, and is likely to primarily focus on working with local authorities. There is likely to also be a Universal funding pot of some description, but the criteria and scope of this is not yet clear, and it is not known whether this will apply to e.g. sports clubs.
- **Land values** have reduced so the sale of any land is now unlikely to realise the same level of capital as was the case pre-pandemic.
- **Cost-of-living crisis** – this has impacted the housing market in terms of slowing the development of new homes, and therefore the bringing forward of developer contributions
- **Capital costs-** as a result of the pandemic and the war in Ukraine the cost of raw materials has risen dramatically; across the leisure sector average increases are circa 30% per capital scheme
- **Development of a place-based approach** to working across a range of services, based on identifying infrastructure and service needs, which reflect local demographics, socio-economic profiles etc

Local Factors

- **Shropshire Local Plan Review** - The Shropshire Local Plan is currently at an advanced state of Local Plan Review. This will enable the Local Plan time period to be extended to 2038, but the Local Plan Review is now unlikely to be complete until late summer 2023. There is £3m of Community Infrastructure Levy (CIL) monies available in Market Drayton to help fund infrastructure projects; this is allocated to the town in the Neighbourhood Plan (the Neighbourhood Plan was actually rejected which impacted on the level of CIL available per new house in Market Drayton). MDTC will be responsible for determining where and how this CIL money is invested. Whilst MDSA would be considered for some of this money, it will not receive all of it; the remainder will go into other local assets, programmes and resources.
- **Funding Gap** – as a consequence of the national factors highlighted above, there is a funding gap between the value of the Greenfields land sale and the capital costs of re-locating and redeveloping MDSA. In the event that the Greenfields site is sold for residential development, Shropshire Council is only required to fund the relocation and redevelopment costs of like for like replacement MDSA facilities.

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- **Tern Hill Barracks and Maurice Chandler Sports Centre** - The barracks area at Tern Hill are likely to be vacated in the next couple of years (by 2025) to make way for residential development, but the airfield will be retained. There is another small sports facility (indoor hall space and a gym) on the Buntingsdale Estate close to Maurice Chandler and there is a possibility this could be redeveloped to provide community sports facilities i.e. to replace Maurice Chandler, in the future.
 - **Re-development of Grove School** – the School is pushing for investment in its estate to improve the learning environment for its students. This would put it on a par with Sir John Talbot's School, Whitchurch which is in the same Academy Trust.
 - **Further house-building** – there are other sites allocated in the Local Plan for residential development around Market Drayton. This will further increase demand for a range of community services including physical activity and sport.
- 1.13. For the above reasons, to develop a realistic and deliverable way forward, this report starts with re-looking at the wider context within Market Drayton, i.e. what are the needs of the town in terms of sporting infrastructure, in order to inform the current options available to MDSA.
- 1.14. There is extensive provision of physical activity facilities in Market Drayton, the vast majority are provided by the third sector i.e. local clubs on a voluntary basis. MDSA is one such organisation. Without this provision there would be significantly fewer opportunities for participation in sport and physical activity in the town, which would impact on community health and well-being.
- 1.15. Therefore, whilst considering the specifics of the MDSA situation, this report also looks across Market Drayton and its existing sporting infrastructure, to ensure that every opportunity for collaboration is considered, on the basis that this could support a more strategic approach to funding for physical activity and sport in the locality.

Approach to the Study

- 1.16. The approach to undertaking this study has been:
- Meetings with MDSA to understand their current situation – individual clubs and the overall committee
 - A review of all relevant local policy and strategy
 - A review of the Shropshire Council Greenfields Sports Ground Mitigation Strategy (KKP) February 2021
 - Extensive consultation within Market Drayton with key stakeholders and interested parties (See Appendix 1)
 - Ongoing discussions with Shropshire Council
 - Analysis and assessment of all feedback received
 - Development of conclusions and a suggested way forward

2. Market Drayton – the place

- 2.1. Market Drayton is one of five market towns in Shropshire. It is located in northeast Shropshire on the River Tern and the Shropshire Union Canal. The town has a population of around 12,000 people. Given the rate of new housing growth in the town, there are a significant number of school-age children in Market Drayton compared to other towns in Shropshire.
- 2.2. Like other market towns in Shropshire the town provides a large secondary school, primary schools, health centre (although services have been recently depleted and additional resources are needed), a leisure centre (pool and fitness suite), supermarkets, and a number of pubs. The town centre offers local and national retail chains but, in common with other towns also has empty units, some shops having closed since the pandemic.
- 2.3. Public transport, in common with the rest of Shropshire is limited; this severely impacts those who do not have access to private transport. There is no railway station, unlike some other Shropshire market towns.
- 2.4. Deprivation is pronounced in some key areas within Market Drayton.
- 2.5. One of Shropshire's seven Lower Super Output Areas (LSOAs) is in Market Drayton. This comprises:
1. **Market Drayton East** (Shropshire LSOA E01028873): LSOA within the 20% most deprived nationally; the deprivation indicators here relate to children and older people living in poverty.
 2. **Market Drayton West** (Shropshire LSOA E01028876): LSOA within the 40% most deprived nationally; the deprivation indicators here relate to children and older people living in poverty.
 3. **Market Drayton West** (Shropshire LSOA E01028879): LSOA within the 40% most deprived nationally; the deprivation indicators here relate to children and older people living in poverty.
- 2.6. There are particular areas where children are living in income deprived households; the Grove School is experiencing challenges from some of its youngest students living in these areas e.g., 10-12 year olds getting involved in low level, petty crimes such as shoplifting, vaping etc. Households in these areas are less likely to have access to private transport and are therefore less mobile, or able to travel to access community services. The potential of physical activity and sport to engage young people in positive and healthier behaviours is significant and therefore there it is important to retain existing levels of provision in and around the town.
- 2.7. There are some issues of anti-social behaviour in the town mostly focussed in and around the park adjacent to the leisure centre, where there have also been incidences of drug abuse.

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- 2.8. The incidence of deprivation, and limited public transport impacts on mobility for some of the population of Market Drayton, and in particular young people.
- 2.9. There has been extensive housing development around the town over the last five years (400 new homes to date) and development of this nature is set to continue. Population growth has increased demand for a range of community services, including physical activity and sport provision.

Existing Sporting Infrastructure

- 2.10. The sports facilities in Market Drayton are all, with the exception of Market Drayton Swimming and Fitness Centre, provided and operated by clubs/community groups. Existing formal provision includes:

Table 1: Existing Formal Sports Facilities in Market Drayton

Name	Facility(ies)	Sport	Ownership/Operational Delivery
Market Drayton Sports Association (MDSA)	3 floodlit tennis courts	Tennis	Owned and operated by MDSA.
	1 adult natural turf football pitch Tigers' pitches	Football (junior and adult)	Each club section is run by the club; each club pays into the central funding pot to cover maintenance, utilities, etc. Each club collects membership fees and sponsorship to contribute centrally and run their club section.
	1 rugby pitch – natural turf	Rugby Union	
	1 natural turf training area with portable floodlights – use for football and rugby training	Rugby Union and Football (adult and junior)	
	Ancillary facilities – changing, showers, social-majority in separate portacabins		Changing accommodation on site is in poor condition and there is limited car parking.
Market Drayton Amateur Sports Club	Natural turf training area – has been used by Market Drayton hockey club	Hockey: but all club matches are played out of Market Drayton at Lilleshall.	Owned and operated by Market Drayton Amateur Sports Club
	1 natural turf cricket pitch	Cricket	
	2 squash courts (1 glass-back);	Squash and racquetball	
	Fitness suite	Gym members	
Market Drayton Swimming and Fitness Centre	6 lane x 25m swimming pool Outdoor pool	Swimming	Owned by Shropshire Council; operated by the Shropshire Community Leisure Trust under contract.
	Fitness suite	Gym members	
	Multi-purpose room for group activities	Fitness class members/community groups	

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Name	Facility(ies)	Sport	Ownership/Operational Delivery
Maurice Chandler Leisure Centre (about 2.5 miles outside Market Drayton)	8 badminton court sports hall (split into a netball court area, and a football training area)	Badminton, Cricket, Dodgeball, Football, Field Hockey, Freestyle Football, Mini tennis, Pickleball, Roller Hockey, Roller Skating, Roller Derby, Rugby, Tae Kwondo, Target Sports, Volleyball	Maurice Chandler Leisure Centre Trust
	Rifle range (self-contained)	Air Rifle, Bench Rifle, Gallery Rifle, Prone Rifle	Market Drayton Rifle Club
The Grove School (part of Marches Trust, with Sir John Talbot, Whitchurch)	4 badminton Court sports hall	Badminton, Netball, Basketball, cricket	Grove School
	Gym (previous wall bar type)	Various	
	Netball/Tennis courts	Netball, tennis	
	Natural turf pitches – rugby x 2; football 2-3	Rugby, football	
Hinstock Lawn Tennis Club	2 grass, floodlit courts	Lawn tennis	Hinstock Lawn Tennis Club
Joules Bowling Club	1 green	Crown green bowls	Joules Bowling Club (Market Drayton)
Victoria Bowling Club	1 green	Crown green bowls	Victoria Bowling Club
Parish Rooms	1 badminton court	Badminton	MDTC

- 2.11. In addition to the above there are a number of natural turf pitches in and around Market Drayton as listed in the 2023 PPS updated audit and assessment.
- 2.12. It is clear from Table 1 that there is significant formal sports facility provision in and around the town. All existing sports facilities are managed and operated by separate entities; there is no joined-up or collaborative approach to provision.
- 2.13. The majority of existing formal sports provision in the town is in need of investment, some of it very significant. There has not been the same level of capital investment in the publicly accessible Market Drayton sporting infrastructure seen in other Shropshire market towns.

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- 2.14. The 2022 Playing Pitch Strategy (NEED TO UPDATE THIS WITH 2023 PPS STRATEGY) update identifies the following recommendations for Market Drayton:

Table 2: Recommendations

Sport	Analysis area	Current demand (2020)		Future demand (2038)
		Pitch type	Current capacity total in MES ^[1]	Future capacity total in MES
Football (grass pitches)	North West	Adult	Spare capacity of 0.5	Spare capacity of 0.5
		Youth 11v11	Shortfall of 0.5	Shortfall of 1.5
		Youth 9v9	Spare capacity of 0.5	Spare capacity of 0.5
		Mini 7v7	At capacity	At capacity
		Mini 5v5	Spare capacity of 0.5	At capacity
	Shropshire	Adult	Spare capacity of 5	Spare capacity of 0.5
		Youth 11v11	Shortfall of 0.5	Shortfall of 5
		Youth 9v9	Spare capacity of 1.5	Shortfall of 4.5
		Mini 7v7	Spare capacity of 0.5	Spare capacity of 0.5
		Mini 5v5	Spare capacity of 1.5	Shortfall of 6
Football I (3G pitches)	North West	Full size, floodlit	Shortfall of 0.5 full sized 3G pitch for team training	Shortfall of 0.5 full sized 3G pitch for team training
Cricket	North West	Saturday	Shortfall of 13	Shortfall of 24
		Sunday	Shortfall of 13	Shortfall of 24
		Midweek	Shortfall of 5	Shortfall of 13
	Shropshire	Saturday	Shortfall of 29	Shortfall of 139
		Sunday	Spare capacity of 92	Shortfall of 18
		Midweek	Spare capacity of 147	Spare capacity of 47
Rugby union	North West	Senior	Shortfall of 4.5	Shortfall of 6
	Shropshire	Senior	Shortfall of 13.5	Shortfall of 21.75
Hockey (sand AGPs)	Shropshire	Full size, floodlit	There is a need to improve pitch quality and create a pitch to return exported demand.	There is a need to improve pitch quality and create a pitch to return exported demand.
Tennis	Shropshire	Courts	Adequate provision	Adequate provision
Bowls	Shropshire	Greens	Adequate provision	Adequate provision
Netball	Shropshire	Courts	Adequate provision	Adequate provision
Other sports	Shropshire	Pitches	Adequate provision	Adequate provision

[1] MES - match equivalent sessions per week (per season for cricket)

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Key PPS 2022 recommendations for Market Drayton

- To meet the existing and future football shortfalls secure access to educational sites through CUAs in addition to improve poor pitch quality through enhanced levels of maintenance.
- Relocation plans for Greenfields Sports Ground to also consider the potential to accommodate an AGP to meet exported demand by Market Drayton HC and a 3G pitch to meet demand identified in the area.
- Address cricket overplay through a combination of quality improvements, greater use of NTPs and additional wickets.
- Work to improve the quality of bowling greens and to maximise membership to create future sustainability.
- Consider options for funding to establish changing provision at Hinstock Recreation Ground.
- Use future S106/CIL monies from Clive Barracks to alleviate existing and future sporting shortfalls either onsite or offsite.

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3. Stakeholder Consultation

- 3.1. As part of developing this assessment, extensive consultation has been undertaken both with Market Drayton stakeholders, and the wider sporting network. The feedback is summarised in Table 2. For ease of reference, the consultees have been grouped into specific categories, so their views are contextualised in terms of both the challenges faced by MDSA and the wider sporting infrastructure in the town.
- 3.2. The wider consultation was undertaken to i) inform the assessment of sporting need in the town, and ii) to identify whether there is potential to assist/support the MDSA redevelopment through wider partnerships, alternative site locations etc.

Table 3: Summary of Stakeholder Consultation

Organisation	Consultation Feedback
MDSA	
MDSA Board	<p>MDSA faces major sustainability challenges; the cost of operating has increased , facilities are old and disparate, demand is growing particularly from junior football and youth rugby, and there is no capacity available on existing facilities. Disability access is very limited, and safeguarding guidance cannot be followed.</p> <p>There are rapidly increasing costs of repair and maintenance including the need to upgrade the electrical infrastructure to the site. MDSA is concerned about retaining the sports facilities as safe and operational to provide opportunities for participation. There is also concern from MDSA and MDTC about the rising costs and whether continuing to invest in aging facilities which may be replaced represents good value for money.</p> <p>MDSA has had to request additional financial support from MDTC on top of the annual grant received, to upgrade the electrical support to the clubhouse. The existing lighting is not LED, and there are no onsite solar panels. There has been very limited investment in pitch maintenance.</p> <p>Run by volunteers, MDSA is a company limited by guarantee, but does not have charitable status. This means MDSA does not benefit from all the advantages of being a charitable trust.</p> <p>MDTC supports MDSA Ltd with a grant of £27k per annum; given the increase in electrical costs a £40k provision has been made for the 2023/2024 year but no commitment has been given for the increased amount in future years.</p>
Market Drayton Tennis Club	<p>The club has 180 active members aged 18-65. There are 20-30 u18s.</p> <p>The club fields 5 men's teams (20 males) and 3-4 women's teams (12 women) in the county leagues. In addition, there are 4-5 teas playing in the autumn leagues. There are circa 5-75 very active members playing both competitive and casual tennis.</p> <p>The club also offers coaching for its members.</p> <p>Existing facilities comprise 3 outdoor floodlit courts on the MDSA site, and a small but comfortable clubhouse with facilities for making hot drinks and microwave food. Changing accommodation is of poor quality.</p>

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Organisation	Consultation Feedback
	<p>The club does not generate any commercial income, unlike the other MDSA clubs because it doesn't have a bar.</p> <p>The biggest need is for an indoor court; this need is evidenced by the large number of bookings at Maurice Chandler by MDSA Tennis Club members for pickleball and indoor tennis.</p>
Market Drayton Football Club	<p>Market Drayton Football Club plays in the Midland League; it has one competitive team with a squad of 30 players. Although the Club was relegated in the 22/23 season, a further team is proposed for the 2023/2024 season.</p> <p>The Club plays its matches at the Greenfields site but trains at Telford College.</p> <p>A turn-key solution is now what the Club needs. A first team pitch natural turf or preferably 3G which could also be used for training. In addition, the Club needs 250 spectator seats and a covered area for 500 standing spectators. A clubhouse (not shared) and hospitality facilities (bar and kitchen) are also needed. The clubhouse must be adjacent to the pitch.</p> <p>The Football Foundation is likely to support funding towards a 3G AGP given need is identified in the Local Football Facilities Plan (LFFP). The Shropshire PPS 2022 also identifies a shortfall of 2 no 3G AGPs for football training.</p> <p>The Club aspires to promotion, but there has been no investment in the pitch and associated facilities.</p>
Market Drayton Junior Football Club – the Tigers	<p>The Tigers currently field 17 teams; these are for children and young people aged 4-16/17.</p> <p>Existing natural turf pitches comprise:</p> <ul style="list-style-type: none"> • 1 floodlit training area • 1 ¾ size pitch • 2. x 9v9 pitches • 2 x mini soccer pitches <p>The Tigers have one portacabin used for social space and the selling of hot drinks and some limited food to raise club funds.</p> <p>The Tigers also use Maurice Chandler sports centre for training. The Tigers aspire to field 20+ mini teams but facilities are already at capacity.</p> <p>The Tigers offer members coaching and regular team play; they have. Established 2 girls' teams which may grow to become a ladies' team.</p> <p>The Tiger's priority facility need is for a 3G AGP training facility. They also need increased onsite car parking and a larger club house. Facilities for women and girls need to be significantly improved.</p>
Market Drayton Rugby Club	<p>Market Drayton Rugby Club has 100 registered members, 40 of whom are active adult players. There are in addition 80 junior players.</p> <p>The Club fields one senior men's team, but wants to develop a second team. There are junior teams at all age groups U7s to U14s.</p>

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Organisation	Consultation Feedback
	<p>The Club wants to develop a women's team and also playing opportunities for the U5s and U6s. A girls' team is developing in partnership with the Grove School, based around after school sessions.</p> <p>The Club plays in the Midlands Northwest Level 2 League.</p> <p>Existing facilities comprise 1 floodlit natural turf first team pitch, a shared floodlit natural turf training area, spectator stand (60 standing), and a clubhouse. The latter is owned by the Club. Changing rooms are of poor quality.</p> <p>The shared training area is very wet and the Club is unable to access all the time they really need given the demands on the same space from football. The Club has invested £2,500 into its main pitch, which doesn't flood and is of good quality. Access to changing rooms is also complicated as the rugby club has to access changing rooms across the lane from the clubhouse.</p> <p>Market Drayton Rugby Club needs:</p> <ul style="list-style-type: none"> • 2 match pitches and a spectator stand (60 standing capacity) • Significantly larger and better-quality changing accommodation • Training pitch – full-size World Rugby Regulation 22 compliant • More car parking • Increased storage • Larger and better quality clubhouse with bar <p>The rugby club generates most revenue over the bar of any of the MDSA clubs and this is critical for them to survive; the existing clubhouse constrains the social activities of the club due to its size.</p> <p>Due to uncertainty about the future the Club has begun to lose players to other local clubs such as Whitchurch and Newport. It is also difficult for the Club to secure sponsorship at the moment, particularly larger amounts because there is uncertainty about where the Club will be located in the future.</p>
Market Drayton Town Council	
Chairman	<p>Shropshire Council has a 5-year capital plan; the redevelopment of MDSA is not identified in this plan. However, it is recognised that there is a need for investment given the condition of the existing facilities at the Greenfields site.</p> <p>The Town Council is supportive of MDSA but would also like to explore the wider needs of Market Drayton; it may be that re-developing MDSA creates the opportunity to provide other sports facilities for the town. It may also be possible to develop clubhouse facilities that provide for more than one sport.</p> <p>The important thing is to understand the needs of the town and work from there.</p> <p>The current challenge is the difference between the cost of redeveloping MDSA and the value of their current site if sold.</p>

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Organisation	Consultation Feedback
Other Councillors	<p>The redevelopment of Greenfields is needed for the town but it is critical to understand how this can best be achieved.</p> <p>Currently, land at Longford Turning is the preferred site to which MDSA could re-locate; the two landowners have said they will sell this land but negotiations are lengthy and protracted. Initial planning permission housing on at least some of Longford Turning has been rejected. Prospective housing developers have offered to install site infrastructure to ensure a leisure facility (ies) could be built there in the future.</p> <p>CIL money allocated to Market Drayton is also needed for investment into health and transport services.</p> <p>A Neighbourhood Plan was developed for Market Drayton but was rejected by an examiner. The Place Plan for the town identifies the £3m of CIL monies; this Place Plan needs to be updated (by Shropshire Council); spending through the Place Plan needs to be agreed by Shropshire Council.</p>
The Grove School	
Headteacher	<p>The fully inclusive school is part of the Marches Academy Trust. There is a very large site and plenty of on-site parking. The school buildings are now 50-60 years old and in need of investment.</p> <p>There are existing indoor and outdoor sports facilities – see Table 1; the natural turf pitches and sports halls are available for use by the local community and are hired out virtually every night of the week.</p> <p>Whilst there is a recognition of the need for investment in the education buildings within the DfE there is as yet no formal financial proposal or plan to bring this to fruition.</p> <p>The school is very pro-sport and deliver every opportunity possible for its 850 students to take part in physical activity. The school would be very keen to be involved in any partnership development of sports facilities in Market Drayton, including use of its site. It does not have capital funding immediately available. There has previously been consideration of the development of a sand-dressed All Weather Grass pitch (AGP) on the school site but a lottery bid to facilitate this was turned down.</p>
Grove School students (representative of years 7-10)	<p>A workshop was held with students at the Grove School, Market Drayton to gain some views on what young people would like to see in the town.</p> <p>Young people think the good things about the town are:</p> <ul style="list-style-type: none"> • The parks, nature and the 'quiet' • Walking routes • Food and drink offer • Existing gyms <p>Things they think could be improved include:</p> <ul style="list-style-type: none"> • Not having to travel to play sport • Public transport • Lack of a good sports shop

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Organisation	Consultation Feedback
	<p>The student attendees currently take part in the following sports football (boys and girls), netball, hockey both at school and outside of school in local clubs.</p> <p>Based on their participation they suggest the following are needed in the town:</p> <ul style="list-style-type: none"> • An all-weather pitch (3G AGP) • Natural turf football pitches • Box nets • Athletics track • Basketball courts • Better rugby pitches • Multi-purpose games area • Studio <p>Many of the students at the Grove travel some way from surrounding rural villages to attend school; they suggest the school could be a central venue for sport if it had more facilities. The School is located on a large site which could accommodate curriculum and other use.</p>
County/National Sports Bodies	
Tennis Shropshire, County Chair	<p>The LTA strategy is to develop additional indoor courts. Market Drayton Tennis Club is a very important club in Shropshire; they deliver a very progressive club environment, coaching and pathway development, plus field several teams. A loan could be available for investment in the club, including indoor provision. It would not, however be possible to develop an indoor court on the existing site, nor put a dome over one of the existing courts.</p> <p>Although the court surfaces at Market Drayton Tennis club were recently repaired this will not last forever and there is a need for investment.</p> <p>A floodlit tennis court would, as a guideline, provide for 60 participants; a dome for 100 participants.</p> <p>There is potential to consider re-development of tennis courts at the Grove School- indoor and outdoor, which would have benefit of providing for club, community and curriculum use.</p> <p>There is currently no Padel tennis provision in Shropshire but the priority for this would be Shrewsbury, not Market Drayton.</p> <p>The existing 2022 PPS identifies that tennis provision in the town is adequate.</p>
Shropshire FA	<p>The existing 2022 PPS identifies a need for 2 full-size AGPs in Market Drayton. There is potential for one of these to also provide for rugby training.</p> <p>This is also reflected in the Local Football Facilities Development Plan 2020:</p>

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Organisation	Consultation Feedback
	<p>Market Drayton - new floodlit 11 v 11 FTP - relocation of Greenfields Sports Ground</p> <ul style="list-style-type: none"> • Existing facilities - (Greenfields) - 8 x grass pitches • Current users - Market Drayton Town FC, Market Drayton Tigers (16 affiliated teams) • Rationale - Address an identified gap in 3G provision in North East Shropshire. Land surrounding Greenfields sports ground is identified in Shropshire Local Plan for housing development. Replacement site is identified adjacent to A53 (Longford). The facility would accommodate potential participation growth in: junior, senior and women and girls football, over 50s participation, recreational football, disability football and among people from lower socio-economic groups. Current site is shared with Market Drayton Rugby Club - a potential additional user of the FTP.
Shropshire RFU	<p>Market Drayton RFU Club is very important as a rugby club in Shropshire. However, there is now an urgent need to improve the club's facilities to enable it to move forward. The Club needs security of tenure so it can apply for external financial support; the club needs to re-locate to survive and as part of this develop and improve its playing and social facilities. The social facilities are crucial to the club generating income and being able to survive.</p> <p>The rugby club model, built around a social space can work for stand-alone clubs and for those as part of a wider sporting offer. The need to re-locate the existing Club may mean it is more sustainable as a stand-alone entity.</p> <p>Market Drayton Rugby Club currently has limited training facilities (a shared floodlit grass area), a first team pitch and spectator stand, and a portacabin clubhouse. The Club needs a World Rugby Regulation 22 compliant 3G pitch for training and competitive play. The Club also needs larger changing rooms (6) and 2/3 grass pitches to enable them to develop and accommodate the demand for junior rugby, women and girls' participation.</p> <p>The RFU currently supports a number of activities at the rugby club; they also suggest there is opportunity to look wider for support at local level. Funding support requests more likely to be successful if there is an agreed way forward for the Club and MDSA, together with a clear timetable for re-location and re-development.</p>
England Hockey	<p>Market Drayton Hockey Club is based in the town but has no home venue there. They have to travel to play their home matches at Lilleshall. The club also travels for training to Lilleshall or other venues. In the past they have had to travel as far as Keele to secure pitch time.</p> <p>As a consequence of the lack of a home venue and a sand-based pitch in Market Drayton, the club is unable to grow.</p> <p>Currently the club fields 2 senior men's teams, but there is demand for both ladies and junior hockey.</p> <p>England Hockey is very supportive of the need for a sand-based pitch in Market Drayton; this is supported by the hockey assessment in the Shropshire PPPS 2022: 'There is a need to improve pitch quality and create a pitch to return exported demand.'</p> <p>England Hockey would make a loan available to help fund the development of a pitch. Alternatively, there could be opportunity for development of a multi- sport pitch, for which there is a possibility of Football Foundation funding (this does depend on how recent changes to the size of funded pitches is implemented).</p>

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Organisation	Consultation Feedback
Maurice Chandler Sports Centre	<p>The sports centre is operated by Maurice Chandler Leisure Centre Trust. (a registered charity, run by volunteers through a Board).</p> <p>There is an independently operated rifle range on site, which is accessed separately from the sports centre. The Rifle Club, which leases the premises from the trust, has 90 active members.</p> <p>The centre is adjacent to RAF Ternhill; when the station ceased operation in 1975 the airfield part of the site was retained by the RAF and is now known as Tern Hill Airfield. It is predominantly used as a relief landing ground for helicopters of the No 1 Flying Training School, based at RAF Shawbury. The airfield is also home to the RAF's No. 632 Volunteer Gliding Squadron.</p> <p>The sports centre was originally built as an aircraft hangar (100m x 50m); the trust has done and continues to do a fantastic job of operating the centre, with recent investments seeing indoor netball and football training courts created in the very large sports hall area. Changing facilities would also benefit from investment. There is no social space nor café area. Utility costs have increased significantly in recent months.</p> <p>The facility is extremely busy with a wide range of uses from the local community. Market Drayton Tigers junior football teams (17) train here, and it is also used by Market Drayton Tennis Club. 5 aside takes place every weekday evening. The sports centre is not open at weekends.</p> <p>The building has solid walls but needs investment in infrastructure; it is cold and lacks insulation. Car parking is limited with 70-80 spaces.</p> <p>The site on which the building sits is very large with potential for further development, if the site infrastructure could also be developed for sport.</p> <p>The Maurice Chandler Leisure Centre Trust would be willing to be part of a partnership approach to future provision but existing facility types would need to be re-provided, given they are at capacity. The indoor facilities complement the pitch and outdoor provision located at MDSA and other sites.</p>
Market Drayton Amateur Sports Association	<p>The Association was contacted a number of times but apart from confirming the facilities on site and the fact that the hockey club has previously trained there, did not chose to make further input.</p>

N.B Market Drayton Hockey and Netball clubs were contacted as part of this consultation but neither responded.

- 3.3. The need to re-develop the existing facilities at MDSA is supported by all constituent clubs and governing bodies, the MDSA Board and MDTC. The issues relating to this are complex and are critical in shaping future provision of formal sports facilities in Market Drayton.

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4. Analysis of Current Situation

- 4.1. The condition of the existing MDSA facilities mean that both revenue and capital investment is needed to enable them to continue to operate. The investment in ongoing infrastructure e.g. rewiring is however simply a sticking plaster considering the extent of capital investment needed, and therefore its value is questionable. The key issue that needs addressing is how the MDSA facilities can be improved and how they can operate sustainably in the future.
- 4.2. At the moment MDSA receives an annual grant from MDTC (£27.5k per annum); this enables them to remain operational. In the longer term, MDSA needs a site and facility mix that enables them to operate sustainably on a stand-alone basis,
- 4.3. It is clear from the stakeholder consultation that there is both a need to redevelop the MDSA facilities, and strong strategic support for so doing. It is also apparent that there is a recognition of both the need for a better co-ordinated approach to provision of sports facilities in the town, and that this is an opportune time to look at this in the context of the redevelopment of MDSA.
- 4.4. This is because there are also other factors/issues impacting on Market Drayton as a place (see para 1.12) which will influence the future provision of formal sports facilities. It is important to take account of these factors as they may impact on the facility mix needed for a redeveloped MDSA.

Facilities – Strategic Need

- 4.5. Taking the key stakeholder feedback, PPS assessment plus other research, we have looked at where there is a strategic need and case for investment to assess the opportunities to link identified need across Market Drayton.

Table 4: Summary of Sports Facility Need in Market Drayton

Sport	Current Provision	PPS Assessment (2022)	Implication For MDSA	Implication For Market Drayton
Bowls	2 bowling greens	Adequate provision	N/A	Work to improve the quality of bowling greens and to maximise membership to create future sustainability.
Cricket	Market Drayton Amateur Sports Association- main provision	Shortfall across the northeast sub area on Saturdays of 20 MES. In the future this increases to 42 MES, plus there becomes an under-supply of pitches to meet demand on Sundays.	Including a cricket pitch as part of the redevelopment of MDSA would contribute to addressing the shortfall in cricket pitches in the area at specific times.	There is already a cricket pitch in the town; additional cricket provision should be considered in partnership with the existing Market Drayton Amateur Sports Association (cricket and squash) rather than dilute that offer by adding cricket into the mix at a redeveloped MDSA.

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Sport	Current Provision	PPS Assessment (2022)	Implication For MDSA	Implication For Market Drayton
Football- Adult	Club and community pitches available	Shortfall of 0.5 MES	Need additional natural turf pitch provision	Include additional natural turf pitches in the redevelopment of MDSA
3G AGPs	No 3G AGPs in Market Drayton	Shortfall of 2 full sized 3G pitch for team training	Potential to develop a 3G AGP as part of any MDSA redevelopment.	Potential to develop a 3G AGP to improve the town's overall pitch provision.
Football - Junior	Very limited capacity if at all	Shortfall of 2.5 MES Youth 11v11		
Rugby	Floodlit main pitch (MDSA) and training area	Currently at capacity; need for 1 pitch in the future.	<p>The Club needs additional pitch provision (1 additional natural turf pitch) for both competition and training. Ideally need a World Rugby Reg 22 compliant surface.</p> <p>Potential to include additional rugby pitches (grass and all-weather) as part of a re-developed MDSA.</p>	Alternatively, the Rugby Club, Club could decide to redevelop their own facilities and become a stand-alone club.
Squash	2 squash courts at Market Drayton Amateur Sports Association.	Not included; no need for additional courts	Do not need to include squash courts.	No need for additional squash courts
Tennis	Need an indoor court and larger social facilities.	Adequate provision	Need an indoor court and larger social facilities.	Include tennis in the MDSA redevelopment, but need additional facilities- priority is an indoor court.

N.B. MES = match equivalent sessions

4.6. Based on the consultation feedback and the analysis in Tables 2 and 3 the following sports are those with inadequate provision – quantity and/or quality, and ancillary accommodation in Market Drayton.

- Football – a 3G AGP (adult and particularly junior football, including girls' training);
- Rugby – natural turf floodlit training area (senior, youth, women and girls); larger social area and changing rooms
- Tennis – lack of indoor court provision
- Hockey – lack of a floodlit, sand-dressed pitch

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- 4.7. The majority of these sports are those comprising MDSA. This re-enforces the importance of MDSA within the local community and the imperative to address the failing quality and rising operational costs of existing provision. It also further highlights the opportunity there could be to invest in the town's sporting infrastructure, but to re-think this, so that that investment is future-proofed.
- 4.8. Clearly Market Drayton needs a re-developed and future-proofed MDSA (existing facilities as a minimum and appropriate ancillary provision- car parking, social facilities, changing accommodation and storage), 1 3G AGP, a sand-based hockey pitch), at least one indoor tennis court,

Re-developing MDSA

- 4.9. In looking at the need to redevelop MDSA, there are some key questions to answer; these include:
- Is there a need for the same mix of facilities or should this be expanded/reduced?
 - How can a changed facility mix impact positively on operational sustainability?
 - How can re-developed provision best be future-proofed?
 - The location for a redeveloped MDSA?
 - Can a redeveloped MDSA generate sufficient revenue to operate sustainably?
 - How can capital funding best be secured against strategic need?
 - Does the governance model of MDSA need to change and if it did, could this be more efficient?
- 4.10. These questions and the issues to consider for each are set out below.

Is there a need for the same mix of MDSA facilities or should this be expanded/reduced?

Existing MDSA provision on the Greenfields site comprises:

Table 5: Summary of existing MDSA facilities on the Greenfields site

Sport	Existing Facilities
Football	<ul style="list-style-type: none">• 1 no. good quality adult pitch (meeting Step 4 requirements)• 1 no. standard quality youth 11v11 football pitch• 1 no. standard quality youth 9v9 football pitch• 2 no. standard quality mini 7v7 football pitches• 1 no. standard quality mini 5v5 football pitch• Own ancillary provision

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Sport	Existing Facilities
Rugby	<ul style="list-style-type: none"> 1 no. poor quality (M0/D1 rating²) senior floodlit rugby union pitch 1 no. poor quality (M0/D1 rating) floodlit junior size training pitch (used for both football and rugby union) Own ancillary provision
Tennis	<ul style="list-style-type: none"> 3 no. standard quality floodlit tennis courts Own ancillary provision

- 4.11. Each sports club has its own ancillary provision; these comprise portacabin facilities, with the exception of MDTFC which has ageing built facilities.
- 4.12. The redevelopment of MDSA creates the opportunity to assess whether the existing facility mix should be replaced, or whether this needs to change. Potentially it could be reduced or extended both to meet future need and address the provision gaps in the town.
- 4.13. Existing provision on the Greenfields site is suitable to meet the majority of the current levels of demand at each sports club, however, to meet future levels of demand there is a need to improve the quality and increase the quantity of some provision. Improvements in quality will automatically occur when construction of the new provision is carried out. The additional provision required equates to one floodlit macadam tennis court and enlarging the junior size training pitch to a full-size senior pitch.
- 4.14. In summary the following will be:

Table 6: Summary of existing MDSA facility provision and future facility needs

Sport	Existing Facilities	Facilities required as a minimum to meet Sport England's Playing Field Policy (Exception E4	Additional Facilities
Football	<ul style="list-style-type: none"> 1 no. good quality adult pitch (meeting Step 4 requirements) 1 no. standard quality youth 11v11 football pitch 1 no. standard quality youth 9v9 football pitch 2 no. standard quality mini 7v7 football pitches 1 no. standard quality mini 5v5 football pitch Own ancillary provision 	<ul style="list-style-type: none"> 1 no. good quality adult football pitch (meeting Step 4 requirements) 2 no. standard quality youth 11 v 11 pitches 2 no. standard quality youth 9 v 9 pitches 2 no. standard quality mini 7 v 7 pitch 2 no. standard quality mini 5 v5 pitches 	
Rugby	<ul style="list-style-type: none"> 1 no. poor quality (M0/D1 rating²) senior floodlit rugby union pitch 1 no. poor quality (M0/D1 rating) floodlit junior size training pitch (used for both football and rugby union) 	<ul style="list-style-type: none"> 2 no. good quality floodlit senior rugby union pitches with drainage (M1/D2 rating) 	

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Assessment of Facility Development Proposals

Sport	Existing Facilities	Facilities required as a minimum to meet Sport England's Playing Field Policy (Exception E4)	Additional Facilities
	<ul style="list-style-type: none"> Own ancillary provision 		
Tennis	<ul style="list-style-type: none"> 3 no. standard quality floodlit tennis courts Own ancillary provision 	<ul style="list-style-type: none"> 4 no good quality floodlit macadem tennis courts 	
All sports		<ul style="list-style-type: none"> Communal ancillary accommodation – i.e., changing rooms, social space 	

N.B Some information taken from Table 3.1 of the Shropshire Council Greenfields Sports Ground Mitigation Strategy (KKP) February 2021

- 4.15. **There is not a need to simply replace MDSA on a like for like basis.** What is needed as a minimum is existing facilities, but better quality, plus gaps in existing provision to be addressed:
- 4.16. It is also worth considering the wider needs of Market Drayton and therefore the facilities already provided in the area, as well as those that have potential to do so, to ensure that the redevelopment of MDSA is appropriate and fit for purpose.

Maurice Chandler

- 4.17. Maurice Chandler is the main indoor facility providing for Market Drayton; whilst it is a busy facility, and well-operated by the trust, it is an aging facility which was not built specifically for sport. At some point there will be a need to replace/significantly refurbish this facility.
- 4.18. In the past, consideration has been given to re-locating and co-locating Maurice Chandler Sports Centre with a re-developed MDSA. Maurice Chandler Sports Centre is a former aircraft hangar; it is vast and replacing it on the same scale would require significant capital funding. Given that capital costs for a redeveloped MDSA will have increased anyway as set out in paragraph 1.2, it is not suggested that at this time co-locating replacement of Maurice Chandler indoor facilities with a redeveloped MDSA is the way to progress. There are at least two other potential options in the longer term for replacing Maurice Chandler Sports Centre; either when Tern Hill Barracks moves out, or possibly as part of a redeveloped Grove School.
- 4.19. There is significant potential to locate a 3G AGP/hockey pitch on the Maurice Chandler site as there is plenty of room behind and alongside the sports hall. The issues to be considered include timescales for the existing indoor uses to remain on site, possible relocation of the Maurice Chandler when the Ternhill Barracks close and the consequence of this for land which is already partially allocated for residential development.
- 4.20. Although in many ways an ideal location for a 3G AGP, the Maurice Chandler site is also a risk for development at this time. It should, however, be considered as part of the potential solution across Market Drayton. The available land is only large enough for one 3G AGP so it is not a site to which MDSA could be re-located.

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- 4.21. The trust would be happy to work in partnership with others in Market Drayton to improve and extend sports facility provision; the main challenges to this are:
- **Location** – is there land large enough to accommodate both indoor and outdoor sports facilities and all the ancillary facilities needed?
 - **Capital cost** – this would be considerable and there is very limited funding at the moment for all sports facilities but particularly indoor provision, until Sport England's new Place Fund is launched, possibly later in 2023. However, this is likely to be a solicited fund, so may not apply to Market Drayton.
 - **Operational management**- clearly on one site the most effective operational delivery model is one organisation; the realistic approach to delivering this has not yet been properly explored in Market Drayton because the priority is to establish and get agreement on need, followed by location and funding. Consultation to date identifies a preference from existing organisations to maintain their independence.

Market Drayton Swimming and Fitness Centre

- 4.22. A further possible option for co-located provision could be the existing Market Drayton Swimming and Fitness site. There is some parkland surrounding the centre, owned by MDTC. The challenge with this site is the limited onsite parking which is already used pretty much to capacity by those using the swimming pool and fitness suite. The site is not large enough to host all the existing MDSA facilities as there are some topographical challenges in terms of site levels.
- 4.23. On the basis of ground levels and size in reality this site does not present an option for re-location of additional sports facilities.

Grove School

- 4.24. The other main partnership option is that of working with Grove School. The onsite sports halls and natural turf pitches on site are already open for community use; the School would be open to extending provision on site and working with a club, particularly if this could also benefit curriculum use.
- 4.25. The existing School site is large enough to accommodate one further sport. The realistic options are tennis or rugby. Both could operate as self-contained clubs and create facilities which could be shared with the School. This is more likely to be an option for rugby because tennis facilities are used extensively during the day by Market Drayton Tennis Club, meaning safeguarding would need to be carefully managed.

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- 4.26. A partnership with Market Drayton Rugby Club is already in place with the School over the development of girls' rugby. The Club needs two natural turf pitches, and in an ideal world, a floodlit 3G AGP that is World Rugby Regulation 22 compliant for training. There is space for these on the School site. A clubhouse and bar would also be needed; the School is pragmatic about this and feel it can be managed securely so as not to impact on the School and its students.
- 4.27. Equally it is an option to develop a sand-dressed hockey pitch on the School; Market Drayton Hockey Club is a stand-alone club now, it just does not have a home pitch in the town. The Hockey Club needs a full-size, floodlit, sand-dressed all-weather pitch for training and competition. Such a pitch can also be used for football training. This is one reason for suggesting a new hockey pitch is included in the redevelopment of MDSA but is located on the same site as football and tennis, to best facilitate multi-use. MD Rugby Club would use an all-weather pitch if it provided the appropriate surface for their sport; however, the Club also made it clear that they are happy to continue to use grass pitches for training and competition. The main issue for the rugby club is access to sufficient pitch capacity for training.
- 4.28. If the rugby club relocated to the Grove School there would be the advantage of reducing competition on one site for bar and hospitality facilities, both of which are needed by football and rugby at their respective playing levels. It is noted that since MDTFC has been relegated this season, its requirements for ancillary and social provision will also have reduced so this could be less of an issue, at least until MDTFC is promoted again. Taking a pragmatic view, it would be sensible to provide for MDTFC on the basis of their requirements in the league from which they have just been relegated, on the assumption they have the ability to be promoted again in the future.
- 4.29. Moving forward there is a need to agree on the scale of social provision as it will be unaffordable for football, rugby and potentially hockey to have their own social facilities. Tennis will also need access to social space. There will need to an operational approach developed which enables each club to have access to the social space they need, at appropriate times.
- 4.30. In summary, there are two facility mix options to consider for a replacement MDSA:

Table 7: Facility Options Redevelopment of MDSA

Facility Options Redevelopment of MDSA		Option 1	Option 2
Sport	Existing Facilities	Facilities required as a minimum to meet Sport England's Playing Field Policy (Exception E4)	Additional Facilities – these reflect NGB views for football, rugby and hockey; these facilities would increase the sustainability of MDSA as provide opportunities for income generation
Football	<ul style="list-style-type: none"> 1 no. good quality adult pitch (meeting Step 4 requirements) 1 no. standard quality youth 11v11 football pitch 1 no. standard quality youth 9v9 football pitch 2 no. standard quality mini 7v7 football pitches 	<ul style="list-style-type: none"> 1 no. good quality adult football pitch (meeting Step 4 requirements) 2 no. standard quality youth 11 v 11 pitches 2 no. standard quality youth 9 v 9 pitches 2 no. standard quality mini 7 v 7 pitch 2 no. standard quality mini 5 v5 pitches 	<ul style="list-style-type: none"> Full size 3G pitch for Market Drayton Town FC and the Tigers (FIFA and World Rugby (WR) certified)

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Facility Options Redevelopment of MDSA		Option 1	Option 2
Sport	Existing Facilities	Facilities required as a minimum to meet Sport England's Playing Field Policy (Exception E4)	Additional Facilities – these reflect NGB views for football, rugby and hockey; these facilities would increase the sustainability of MDSA as provide opportunities for income generation
	<ul style="list-style-type: none"> 1 no. standard quality mini 5v5 football pitch Own ancillary provision 		
Rugby	<ul style="list-style-type: none"> 1 no. poor quality (M0/D1 rating2) senior floodlit rugby union pitch 1 no. poor quality (M0/D1 rating) floodlit junior size training pitch (used for both football and rugby union) Own ancillary provision 	<ul style="list-style-type: none"> 2 no. good quality floodlit senior rugby union pitches with drainage (M1/D2 rating) 	<ul style="list-style-type: none"> Use of above WR certified pitch
Tennis	<ul style="list-style-type: none"> 3 no. standard quality floodlit tennis courts Own ancillary provision 	<ul style="list-style-type: none"> 4 no good quality floodlit macadem tennis courts 	<ul style="list-style-type: none"> Air dome for two of the four tennis courts
Hockey			<ul style="list-style-type: none"> Full size floodlit hockey suitable AGP (sand-dressed)
All sports		<ul style="list-style-type: none"> Communal ancillary accommodation – i.e., changing rooms, social space to suit the needs of each club 	<ul style="list-style-type: none"> Communal ancillary accommodation – i.e., changing rooms, social space to suit the needs of each club, a bar, changing rooms, officials' rooms, kitchen, storage etc 250 car parking spaces

N.B Some information taken from Table 3.1 of the Shropshire Council Greenfields Sports Ground Mitigation Strategy (KKP) February 2021

- 4.31. Option 1 above would deliver future-proofed facilities for MDSA and their current and future membership. Option 2 would extend this provision to address other identified gaps in the town. Although the capital cost for Option 2 would be greater, based on an 'invest to generate and save' this option would both provide for a wider range of participants thereby positively impacting community health, and it would be a more sustainable operational option.
- 4.32. Although SLL's view is that a one site option is the most sustainable moving forward, because this delivers a critical mass of facilities under one operational structure, it does have to be recognised that individual clubs could decide to move to an alternative site, either as part of MDSA, or as a stand-alone entity. The former option may be a preference because a club needs to expand and grow immediately to remain sustainable.

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- 4.33. Of all the sites discussed, in reality, only Grove School has potential to host additional sports facilities for club use, which could also be used by the school and wider community. Grove School already hires its indoor facilities out for club and community use and has the appropriate onsite infrastructure e.g. parking to do so. It is not considered that either Maurice Chandler nor the Market Drayton Swimming and Fitness site are appropriate sites for the redevelopment of MDSA facilities, nor additional facilities needed in the town.
- 4.34. A new two-site MDSA sports hub comprising football, tennis and hockey and rugby, with either rugby or hockey relocated to the Grove School maximises the potential of available sites and partnerships, could still be managed under one entity i.e. MDSA. Having an onsite club at Grove School would also not preclude redevelopment of the education asset if/when this comes to fruition. However, a two-site option is likely to be more expensive to operate and build as it would lose the economies of scale derived from developing and operating on one site.
- 4.35. In reality, the only way a two-site approach could work is if a club based at the Grove School was completely stand-alone i.e. not part of MDSA. The only club to raise this as a consideration is rugby; this opportunity was also highlighted by the RFU. The rationale for this issue being raised is that at the moment MD Rugby club has insufficient access to the flood lit grass training area, and their social space is too small to accommodate the numbers they really need to retain in the bar, post-match.
- 4.36. SLL's view is that a one site option is the most sustainable moving forward, because this delivers a critical mass of facilities under one operational structure.
- 4.37. Further discussion about the facility mix and under-pinning partnerships is needed to determine the exact way forward; however, based on SLL's analysis the recommended optimum way forward is Option 2.

How can a changed facility mix impact positively on operational sustainability?

- 4.38. Expanding the MDSA facility mix would have the following benefits:
- Ability to attract a wider range of members and users
 - Increased membership
 - Increased throughput
 - Increased income generation (if the facility/ies added generate a higher income than their operating costs)
- 4.39. The final bullet point above is particularly significant. At the moment MDSA requires an annual grant from MDTC to remain operational. If the re-developed facilities could generate increased income MDSA would be in a position to operate independently.

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4.40. Including a sand-dressed hockey pitch in the facility mix would:

- i) Address the need for a home hockey venue for MD Hockey Club
- ii) Increase the numbers taking part in hockey because there would be a locally accessible pitch
- iii) Improve the sustainability of the hockey club through increased membership
- iv) Generate additional income for MDSA through use of the pitch outside of hockey training and competition times
- v) Extend the MDSA facility mix with minimal additional expenditure; this would relate to maintenance, a sinking fund (funding put away on an annual basis to replace the surface when needed), and utilities (lighting)
- vi) Increase the demand for social facilities and a bar

4.41. Based on consultation it would also be beneficial to provide at least one, ideally two, covered tennis courts as part of the redeveloped MDSA. These will extend the playing season and help to retain those players that go elsewhere to play indoor.

4.42. Including a Full size 3G pitch for Market Drayton Town FC (FIFA and WR certified) would be beneficial in terms of generating additional income; the adult and junior football teams comprising MDSA would be able to have more training sessions on site; this would reduce their use of alternative venues and therefore enable a more cost-effective approach to training.

How can re-developed provision best be future-proofed?

4.43. Future-proofing redeveloped facilities can best be achieved by providing more capacity than is currently available, along with better quality provision i.e. Option 1. The facility mix should comprise as a minimum replacement of existing facilities plus facilities addressing gaps identified in the needs assessment and PPS 2023.

4.44. Future-proofing redeveloped MDSA facilities would be further underpinned if the development includes income generating provision such as a floodlit 3G AGP, a floodlit sand-dressed pitch, 2 covered tennis courts, and shared social and changing room provision.

4.45. Redeveloping MDSA on one site, together with any additional facilities would also contribute most effectively to a future-proofed investment.

4.46. It is recognised that extending MDSA provision will have a higher capital cost than simply re-providing like for like facilities. However, this approach better meets need and will, in the long term, enable more people to be active and be more operationally sustainable.

The location for a redeveloped MDSA?

4.47. Land, its current designation, future allocation and ownership are complex issues which have, to date, negatively impacted the discussions about the redevelopment of MDSA.

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- 4.48. The identification of the potential site at Longford Turning is positive but discussions over land sale/access/value etc are taking a long time and creating a situation where the critical discussions about the need for re-developed provision is getting lost. The need to replace the MDSA facilities is now urgent; they require extensive investment to remain operational; if they are to re-locate this is not a good use of resources. They also require development to meet not just current but future needs.
- 4.49. There is no point looking at MDSA facilities in isolation given there is opportunity to consider wider collaboration and partnership e.g. with hockey. Considering need in Market Drayton from a 'place' perspective is more likely to be successful in relation to external funding. Developing a critical mass of facilities is also more likely to be sustainable operationally.
- 4.50. The complexities of the current situation surrounding MDSA are immediately clear from the above options. Longford Turning and the sale of the Greenfields site have started to become the drivers for the project, as opposed to need. Re-locating MDSA to the specific site at Longford Turning has become inextricably linked with deliverability; it may well be that a re-developed MDSA ends up at Longford Turning, but for the moment the priority is to determine exactly what a redeveloped MDSA comprises and whether it Option 1, Option 2, or a hybrid of these with one sports club choosing to re-locate elsewhere.
- 4.51. Instead of focussing on the Longford Turning site and the current funding gap between the land value of Greenfields and the capital costs of re-developing MDSA, it is suggested the focus should be on the sporting infrastructure needs of Market Drayton and how a redeveloped MDSA can contribute to addressing and delivering these.
- 4.52. It is for this reason that it is suggested that the specific site location and all associated implications concerning land are temporarily separated from the need to re-develop MDSA. This will allow discussion to focus on need and developing a critical mass of future-proofed provision. This is a priority to enable the quantum of capital cost to be calculated.
- 4.53. Unless it is clear exactly what a redeveloped MDSA comprises, and the cost of this, it is impossible to i) develop a realistic revenue model, and ii) develop a capital funding strategy.
- 4.54. It is therefore suggested that instead of trying to address the needs of MDSA in parallel with agreeing the land sale at Greenfields, and the funding linked to that, the focus is shifted to address:
- Strategic need for facilities
 - Place-based locations in Market Drayton
 - Opportunities for Capital Funding

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- 4.55. The Place Plan needs to be updated to reflect the poor-quality sporting infrastructure in the town, the lack of investment in this and the inequality of this compared to other of Shropshire's market towns.
- 4.56. Stepping back from a focus on location to that of Place re-focusses MDSA's immediate needs in the overall town context, and better links provision of physical activity opportunities to other local priorities of health and transport, which can also be funded through the CIL monies. This approach also allows Shropshire Council to get on with negotiating land sales/allocations within the Local Plan context, as opposed to being linked with a specific sports entity.
- 4.57. A place-based approach is also far more likely at the moment to gain traction/leverage from external funders. This is also why there needs to be a stakeholder conversation bringing MDSA, MDTC, the Maurice Chandler Trust, the Market Drayton amateur sports association, Market Drayton Swimming and Fitness Centre and the Grove School together, to take forward a co-ordinated and collaborative approach to future provision of formal sports provision in the town. At the heart of this needs to be the MDSA redevelopment but addressing this creates the opportunity for a more strategic approach across the town linked to place-based partnerships.
- 4.58. There is a need to understand what is needed and why for Market Drayton, how redevelopment of MDSA plays into and facilitates this and the capital cost of delivering an improved sports facility infrastructure.

Can a redeveloped MDSA generate sufficient revenue to operate sustainably?

- 4.59. A detailed revenue model, reflecting the agreed facility mix for the redeveloped MDSA, will answer this question. To develop a robust 10-year revenue model there is a need to be clear about what is being re-developed, and when.
- 4.60. In SLL's experience there is opportunity for the redeveloped MDSA to be financially sustainable; the extent of this will largely depend on the critical mass of facilities and which sports are catered for on site. The eventual governance model will also impact on this as some are more tax efficient than others.
- 4.61. SLL will develop this revenue model as Phase 2 of this report once agreement is reached between stakeholders on the facility mix for the redeveloped MDSA.

How can capital funding best be secured against strategic need?

- 4.62. Capital funding is a critical element to be addressed in developing and delivering future-proofed MDSA facilities. Once the facility mix and partnerships are agreed, headline capital costs can be calculated at today's prices.
- 4.63. **Focussing on need in the context of Place is the mechanism for releasing both Market Drayton CIL funding and potentially also some strategic CIL funding.**

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- 4.64. Funding for place-based investment, agreed within the overall context of Market Drayton by all relevant stakeholders, is a more appropriate message than requesting funding support for one entity.
- 4.65. Funding from the sale of the existing MDSA site only can only be used for the mitigation i.e., the re-location of the existing clubs cannot be funded through external grants; there is a gap between the sale value of the existing site and the estimated cost of the re-location. There is therefore a need to try and bridge this gap through some innovative thinking about development of the Longford Turning site.
- Based on the stakeholder conversations summarised in Table 3 there are some funding streams potentially available to support the redevelopment of MDSA and other provision.
 - It is clear from the PPS that the strategic support and evidence needed to attract external funding is there for football and hockey – floodlit 3G AGP pitches.
 - Strategic support and loan options are available to support hockey and tennis (loan amounts vary but would be paid back through the surpluses made; this would need to be exemplified through a detailed revenue model.
 - Some of the Market Drayton CIL money can be allocated to the redevelopment of MDSA and by implication the wider Market Drayton sporting infrastructure
 - There could be some additional strategic CIL financial resources
- 4.66. Further exploration of funding support and specific amounts can happen once the scale of the facility investment project is agreed. However, at this stage potential funding sources comprise:
- Market Drayton town CIL monies
 - Potentially Shropshire Council strategic CIL funding
 - Football Foundation contributory funding (3G AGP)
 - England Hockey loan for a 3G sand-based pitch
 - England Rugby loan towards redeveloped rugby facilities (clubhouse and pitches, including a WR pitch)
 - LTA loan towards additional tennis facilities, and specifically covered courts
 - Capital released from the sale of Greenfields (if residential development is progressed on this site)

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- 4.67. Once the facility mix for the redeveloped MDSA is agreed, there is work needed to put figures against the above in the context of 2023 capital cost estimates. All funding- capital and loans- will need to be factored into a 10-year revenue model, to demonstrate that repaying loans can be achieved alongside a sustainable facility operation. Removing reliance on MDTC funding will also need to be part of the new 10-year revenue model.

Does the governance model of MDSA need to change and if it did, could this be more efficient?

- 4.68. Market Drayton Sports Association Limited (MDSA) was incorporated on the 11/10/2011. The articles of association provide for 9 directors:

- 2 - Market Drayton Town Council
- 1 – Shropshire Council
- 3 – Member clubs
- 3 – Independents

- 4.69. This was subsequently increased to 10 directors (4 from member clubs).

- 4.70. MDSA's key objective, stated within the articles of association is:

'to promote for the benefit of the inhabitants of the Civic Parish of Market Drayton Shropshire and the surrounding area of North East Shropshire (without the distinction of sex, sexual orientation or race or of political religious or other opinions) the provision of facilities for sport and other recreation or leisure time occupation for individuals who have need of such facilities by reason of their residence in the Civic Parish of Market Drayton or the surrounding area of North East Shropshire or by reason of their youth age ethnicity infirmity or disablement financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants'.

- 4.71. Run by volunteers, MDSA is a company limited by guarantee, but does not have charitable status. This means MDSA does not benefit from all the advantages of being a charitable trust e.g. National-Non-Domestic Rate Relief (NNDR).
- 4.72. Clearly, the ultimate governance structure of MDSA should reflect the redeveloped facilities, which is why detailed work on this cannot be completed until the facility mix is agreed. It would, however, be beneficial for MDSA to have charitable status, as this would save on some operational costs e.g. NNDR and critically open up additional sources of potential funding.
- 4.73. Also relevant to the future MDSA governance structure is the number and nature of clubs which form part of the redevelopment, as well as their needs. Operational needs cannot be determined until it is known which sports are going to be involved.
- 4.74. SLL is happy to look at governance in detail, alongside a 10-year revenue model as part of the Phase 2 work.

5. Conclusions and Suggested Way Forward

- 5.1. Based on the stakeholder consultation, research and the fact that discussions on the redevelopment of MDSA have now stalled for months, there is a need to approach the future provision and development of formal sports facilities in Market Drayton differently.
- 5.2. In developing and delivering this approach it is clear that there is opportunity for better collaboration between existing providers and stakeholders in the town around the physical activity and sports offer, even if this does not result in co-location.
- 5.3. It is also clear that without such collaboration it is challenging to develop a definitive facility mix for the redevelopment of MDSA, a revenue model and revised governance structure to underpin a relocation and redevelopment.
- 5.4. For this reason it is suggested that to move the redevelopment of MDSA project forward the following need to happen; some of this approach means the original scope of this study needs to be delivered in two phases i.e. development of a new revenue model, identification of new capital costs, and development of a new governance model need to happen once the definitive facility mix for a re-developed MDSA is agreed i.e. there needs to be a Phase 2 to this work, once all relevant Market Drayton stakeholders agree the suggested way forward.
- 5.5. Key conclusions from the work undertaken are:
 - The Market Drayton Place Plan needs to be updated to reflect the poor-quality sporting infrastructure in the town, the lack of investment in this and the inequality of this compared to other of Shropshire's market towns.
 - Growing demand from adults and young people of all genders for football and rugby in particular highlight the need for increased capacity and improved facilities provided through MDSA facilities additional grass pitches, a 3G AGP, and communal social and ancillary facilities..
 - Inability to meet year-round demand for tennis supports the need for indoor court provision.
 - The inability of Market Drayton Hockey Club to grow and develop to meet demand from all ages and genders emphasises the need for a hockey pitch in the town.
 - Interest from other providers and potential sites (particularly the Grove School), needs to be explored collaboratively to achieve the best outcomes for Market Drayton and its communities. A co-created and co-designed strategic way forward is more likely to attract support and external funding because it will be clear what outcomes will be achieved and why investment is needed.

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- Stepping back from a focus on location to that of Place re-focusses MDSA's immediate needs in the overall town context, and better links provision of physical activity opportunities to other local priorities if health and transport, which can also be funded through the CIL monies. This approach also allows Shropshire Council to get on with negotiating land sales/allocations within the Local Plan context, as opposed to being linked with a specific sports entity.
- A place-based approach is also far more likely at the moment to gain traction/leverage from external funders. This is also why there needs to be a stakeholder conversation bringing MDSA, MDTC, the Maurice Chandler Trust, the Market Drayton amateur sports association, Market Drayton Swimming and Fitness Centre and the Grove School together, to take forward a co-ordinated and collaborative approach to future provision of formal sports provision in the town. At the heart of this needs to be the MDSA redevelopment but addressing this create the opportunity for a more strategic approach across the town linked to place-based partnerships.
- **Focussing on need in the context of Place is the mechanism for releasing both Market Drayton CIL funding and potentially also some strategic CIL funding.**

Recommendations

5.6. On the basis of the above findings and analysis, it is recommended that:

- **Recommendation 1 (R1)**
A Market Drayton Sports Facility group is established – this should be led by MDTC and should include Shropshire Council, MDSA and other stakeholders in Market Drayton. This initial step was agreed by the MDSA Board 30 August 2023.
- **Recommendation 2 (R2)**
Agree the facility mix for the redeveloped MDSA; SLL's recommendation is that Option 2 is the way forward. Once the facility mix is agreed, it may be prudent to consider options for phased investment and development.
- **Recommendation 3 (R3)**
Re-engage with relevant NGBs specifically to discuss funding for the agreed facility mix. Sport England should also be engaged in these discussions.
- **Recommendation 4 (R4)**
Obtain updated capital costs for the agreed facility mix for the redeveloped MDSA.

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- **Recommendation 5 (R5)**
Once the project scale and scope are agreed and capital costs are known, re-start the discussions about MDSA relocating to a specific site in Market Drayton.
- **Recommendation 6 (R6)**
Based on the development approach (phased or otherwise), the site, and capital funding sources set out the timescale for the redevelopment of MDSA.
- **Recommendation 7 (R7)**
Explore and determine the governance model(s) for the redeveloped MDSA (this cannot be done until it is known what is being provided, where and when)
- **Recommendation 8 (R8)**
Develop a 10-year revenue model reflecting the agreed facility mix for the redeveloped MDSA and the updated capital costs.

Appendix 1: Stakeholder Consultees

Organisation
MDSA Board
Market Drayton Tennis Club
Market Drayton Football Club
Market Drayton Junior Football Club – the Tigers
Market Drayton Rugby Club
Market Drayton Town Council
Chairman
Other Councillors
The Grove School
Headteacher
Grove School students (representative of years 7-9)
County/National Sports Bodies
Tennis Shropshire, County Chair
Shropshire FA
Shropshire RFU
Maurice Chandler Sports Centre

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