



# Didcot Town Council

## Public Consultation Analysis

March 2018



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## 1.0 Executive Summary

### 1.1 Introduction

Didcot Town Council own a dilapidated, underused pavilion at the Edmonds Park Recreation Site close to the centre of town. Their long-term aspiration is to demolish this structure and create a new multi-use building to meet the needs of the local community. The Town Council want the local community to play a significant role in the planning, development, long-term management and governance of this building.

This Community Consultation has been commissioned to help the Council understand the community's appetite for involvement, and to identify what is needed at the site to make it more attractive to local people.

### 1.2 Key Findings

There has been an incredibly positive response from groups and organisations wishing to get involved – including offers of support from potential volunteers, those with links to local builders, those with experience of developing community facilities and those who are interested in getting involved in the running of any new facility. These offers will now be being followed up as the project progresses.

The consultation provided an incredibly positive response to the idea that something might be done to improve the facilities at Edmonds Park. The clear theme arising is that the park an incredibly important facility, and somewhere people go to spend time with their friends and families. This said, there were many suggestions for improvements, and many reasons why people choose not to use the site that could easily be addressed.

The Council are keen to consider all sustainable options for future management, and initial discussions with local groups certainly show an appetite for this. The key findings of the consultation can be summarised in the box below.

#### **Demand for Facilities**

- There is strong demand from local people for a community venue at Edmonds Park Recreation site
- 90% of people consulted stated they would use a new facility
- This is echoed by key stakeholders, who see it as essential for local sports groups
- Significant barriers to participation were identified which future designs must address
- There is strong support for flexible space and versatile facilities
- 30% of local people are keen to get involved in the future direction and governance.

### 1.3 Next Steps in Detail

Now significant community interest in the development of improved facilities at Edmonds Park has been established, Didcot Town Council hope to secure funding to undertake additional development work including:

**Feasibility Study:** This will take the findings of the consultation and integrate them into the current designs for the new Pavilion, addressing the barriers identified, alternative suggestions for the building layout and design to meet the expressed needs, and lower cost alternatives. It will also assess additional energy saving measures to reduce energy bills, such as solar panels, ground source heat pumps and others. Once the preferred option is chosen plans and costs will be amended accordingly to provide a solid capital cost.

**Business Plan -** This will build on the consultation findings on possible uses, and the Feasibility Study findings on operational running costs, to create robust income and expenditure estimates, balancing these to create a financially sustainable position. It will also build on the community findings to create a management / governance structure driven by local groups. Details considered will include:

- Further development work with local groups who want to be part of the management
- Options for management / governance
- Viability of individual uses such as a café or rental of community space
- Income, expenditure and future financial sustainability
- Links to other local services / local recreation sites to ensure a joined-up local offer.

Throughout we will investigate and plan the work to meet the Community Right to Build Order. This will include understanding costs, time plans, roles and responsibilities, support with the work, and potential funding.

**Funding Strategy –** This will take the capital costs identified in the Feasibility Study and consider how these can be met through a combination of local funds and current appropriate grant regimes, including timescales, requirements of each fund, and fall-back strategies.

## 2.0 Introduction

Didcot Town Council own a dilapidated, underused pavilion at the Edmonds Park Recreation Site close to the centre of the town. Their long-term aspiration is to demolish this structure and create a new multi-use building for the whole community. The Town Council want the local community to play a significant role in the planning, development, long-term management and governance of this building.

This Community Consultation has been commissioned to help the Council understand the community's appetite for involvement, and to identify what is needed at the site to make it more attractive to local people.

### 2.1 Study Methodology

**Community Consultation** – This was to gauge the level of community interest, with questions around the themes:

- Suggestions for the project development
- Ideas for potential future uses
- Ideas for new facilities
- Ideas for new activities
- The best location for the building.

As part of this we also briefly summarised the result of previous consultations.

**Consultation with Potential Partners and Stakeholders** - A key element to understand the appetite from local organisations and individuals, with themes including:

- Identifying user groups interested in taking on ownership / management
- Identifying any community members interested in volunteering
- Identifying any local residents who have skills to volunteer such as project management, funding, or business planning.

The findings along with a brief summary of previous relevant work is detailed in the rest of this report.

### 2.2 The Recreation Ground

Edmonds Park is the chief recreation area for the town of Didcot. It has:

- Parking
- Outdoor Gym
- 2 Play Areas
- Tennis Courts
- 9 Football Pitches – Senior / Junior Pitches, regular training sessions and match fixtures
- Senior Rugby Union pitches
- Korfball Court
- Large expanses of grass used by dog walkers.

Didcot Town Council also own a smaller site – the Loyd Recreation Ground. Whilst this study primarily focusses on Edmonds Park, as the project is developed we will need to bear in mind how the two sites can complement each other. As such, some consultation asked questions about the Loyd site.

### **2.3 The Pavilion at Edmonds Park**

The current building is prefabricated, dates from circa 1950, and was designed for local sports teams with changing rooms and showers. Locals describe it as being 'in a dire condition'. Consultation undertaken with local residents and users a couple of years ago described the pavilion as 'an embarrassment', 'not fit for purpose' and 'damp and smelly'.

Due to its poor condition the pavilion is now only used as changing rooms by football teams. The flooring and tiling are in poor condition and the building is poorly ventilated. The showers are not fit for purpose, the building is poorly lit and there are no suitable seating areas for visitors.

### 3.0 Summary of Previous Community Consultation

A few years ago, some early consultation was conducted with people and groups using the sports pitches, which generated the views:

- 'In poor condition and not fit for purpose'
- 'Not fit for use'
- 'A bit of an embarrassment'
- 'Such a big, well used recreation ground needs better facilities'
- 'This is the worst, most shabby facility in the area'
- 'Desperately in need of refurbishment'
- 'Cold and dark inside with not much space'
- 'I am 48, it was dilapidated when I was 9 and playing for the boys' team'
- 'Ugly, hostile and intimidating'
- 'Very old and falling to pieces'
- 'Unusable in some areas'
- 'Must be a health and safety risk to children'.

On the positive side users said:

- 'It would be nice to have somewhere in the warm to socialise and have a cup of coffee'
- 'It would be good to have a welcoming pavilion for the summer'
- 'The need for a pavilion is vast and it could be so versatile for the community'.

The updated consultation, detailed over the following pages, builds on this to give a more detailed response on what the community would like to see happen.



## 4.0 2018 Survey Findings – Existing and Potential Users

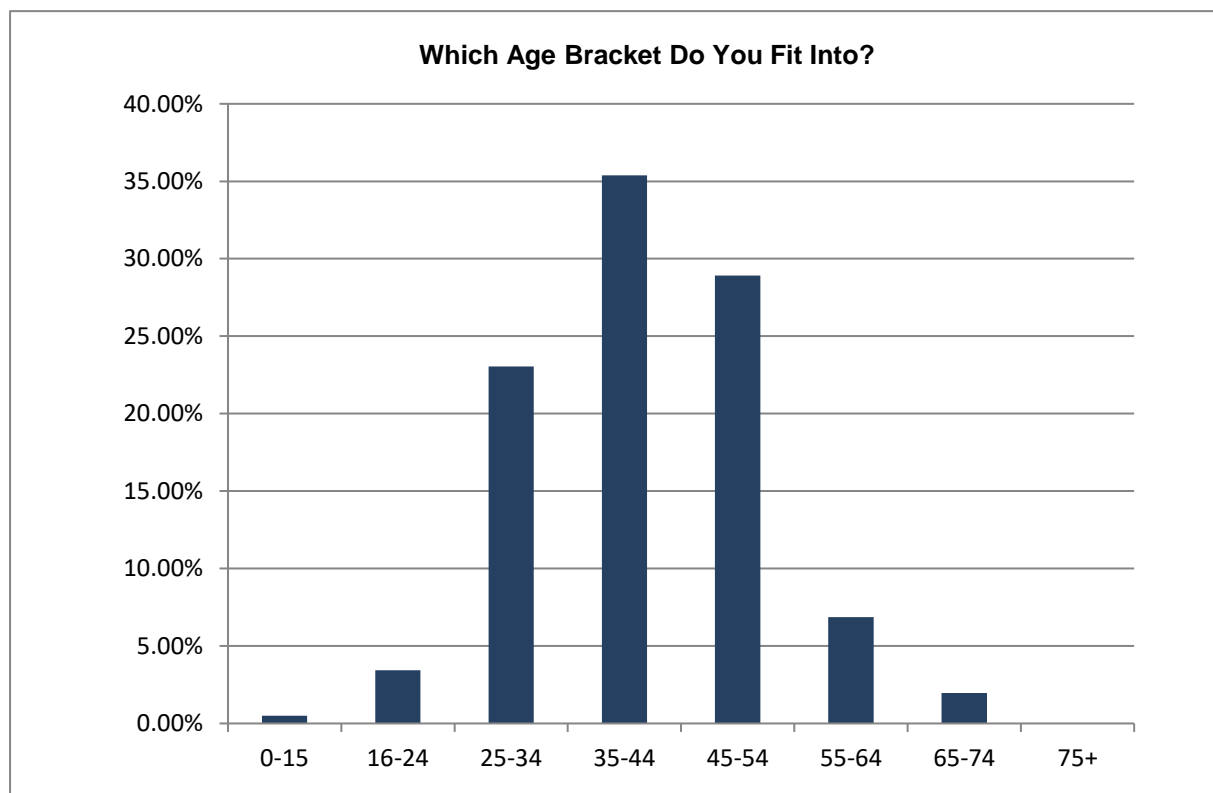
Online questionnaires were targeted at local residents through:

- Weblink to survey published in parish magazine
- Face-to-Face surveys in the Civic Centre
- Surveys through local social media sites
- Surveys distributed to local sports groups and site users.

In total 312 people took part, an excellent response rate for this type of consultation. The key findings are shown over the following pages.

### 4.1 Online Survey – Those Taking Part in the Survey

The age range of those taking part can be seen in the graph below.



The more underrepresented categories are the under 25s and the over 54's. As this project continues we will push to ensure these groups are more represented, and their views are considered. It should be noted that the views of many young people will have been partly covered by their parents / family.

### 4.2 How Often People Use Edmonds Park

Those taking part in the survey were asked how often they visited Edmonds Park. To provide a comparison we also asked how often they visited the Town Council's other sport site – the Loyd Recreation Ground.

How often do you, or any member of your household, currently use Edmonds Park or Loyd Recreation Ground?														
	More than once a week		Weekly		Fortnightly		Monthly		3-4 times a year		Not very often		Do not use	
	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count	%	Count
Edmonds Park	25%	76	21%	63	8%	25	7%	22	11%	34	13%	38	15%	44
Loyd Recreation Ground	10%	29	11%	31	4%	11	5%	16	7%	21	23%	69	40%	120

We can see that more people use Edmonds Park than the Loyd Recreation Ground. 25% of those using Edmonds Park do so more than once a week. This backs up the Town Council’s initial thought that this should be the key site for any major investment.

### 4.3 What Time of Day People use the Town Council Parks

The table below shows the time of day people tend to use the Town Council’s parks. There is a relatively even split between morning, afternoon and evening for the weekdays. For weekends, use drops off significantly in the evenings - this could be a growth area with the potential to introduce family activities in the evenings at weekends.

Morning Afternoon and Weekend Usage									
	Morning		Lunchtime		Afternoon		Evening		Total
Weekday	23%	47	4%	9	36%	75	37%	76	194
Weekend	47%	102	9 %	19	39%	85	4%	9	200

We would suggest that the future Business Plan looks at what family activities are available in the local area on weekend evenings, and whether there are any gaps in demand that could be filled by events and activities at Edmonds Park.

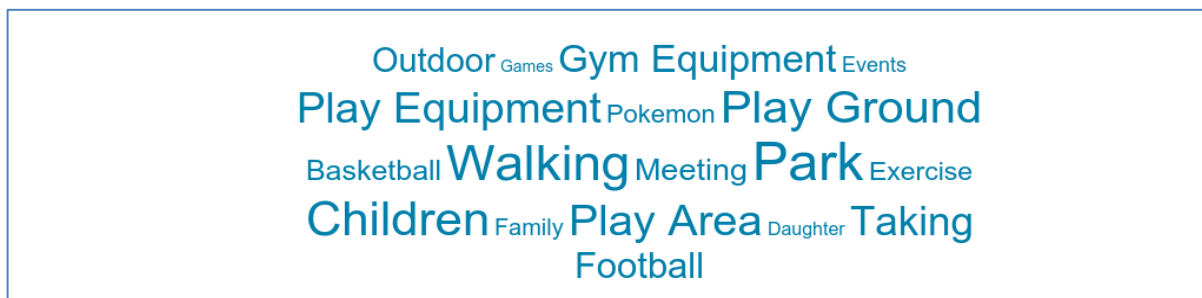
### 4.4 Online Survey – Activities That People Take Part In

Users were asked about what activities they take part in at both of the Council’s two parks. The results are shown in the table.

Answer Choices	Responses	
Junior football teams (using changing facilities)	30.51%	83
Tennis	11.03%	30
Korfball	1.10%	3
Jogging	24.63%	67
Senior football teams (using changing facilities)	2.57%	7
Netball	4.41%	12
Dog-walking	42.28%	115
Other (please specify)	45.59%	124
	<b>Answered</b>	<b>272</b>
	<b>Skipped</b>	<b>40</b>

#### 4.5 Other Reasons for Visiting

Other regularly occurring answers in the “others” category can be seen in the word cloud below. The more common the response, the larger the text.



Other responses included:

- Meeting friends
- Picnics
- Fly my kite
- Parkrun
- Family walks/ playing with the kids
- Space for the kids to run around
- To play football with the kids.

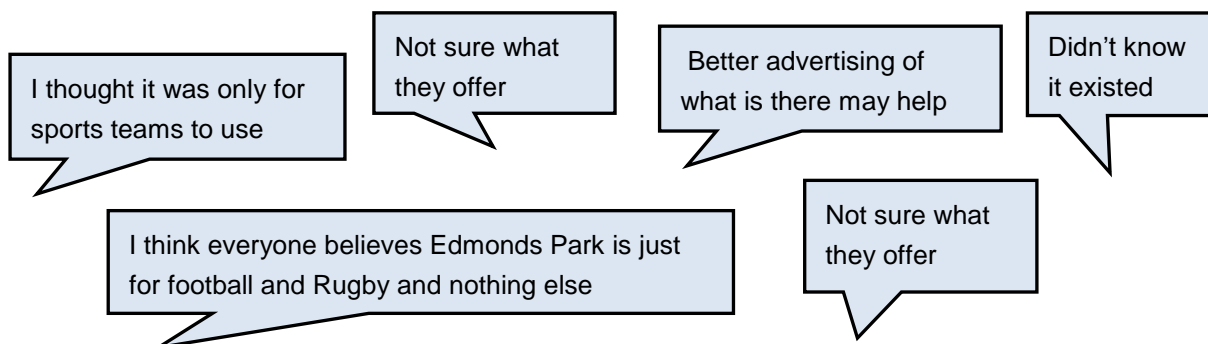
It is clear the Town Council's parks are seen as a space for family activities, and for families and friends to spend time together. This is something that can be built on and developed.

#### 4.6 Online Survey – Reasons for Not Using the Town Councils Parks

Respondents were given the opportunity to provide comments about why they did not use the existing facilities. There were a vast number of suggestions and comments on things that prevent people from using the sites, as well as things that could be improved. This information will be fed back to the design team, who can build these elements into evolving proposals.

##### 4.6.1 Awareness

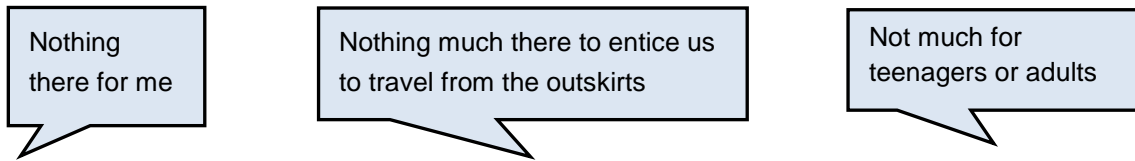
Some survey respondents were not aware of the sites:



This points to the need for awareness raising, and programmes of publicised events and activities.

#### 4.6.2 Activities Available

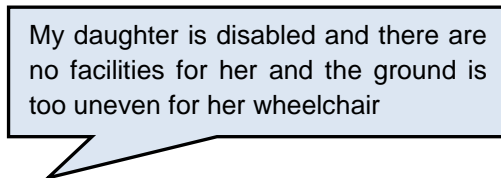
Many people who took part felt there was not much for them to do:



This highlights the need to provide activities suitable for all members of the community.

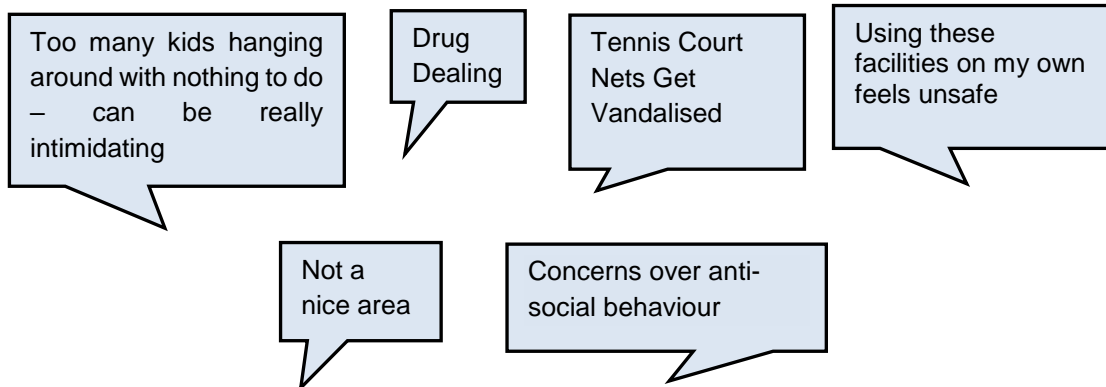
#### 4.6.3 Disabled Access

Accessibility was raised:



#### 4.6.4 Security / Safety

A number of people commented they felt unsafe due to antisocial behaviour after dark:



Any new designs for a new building at Edmonds Park will need to consider how safety can be built in. This could include new lighting and CCTV cameras.

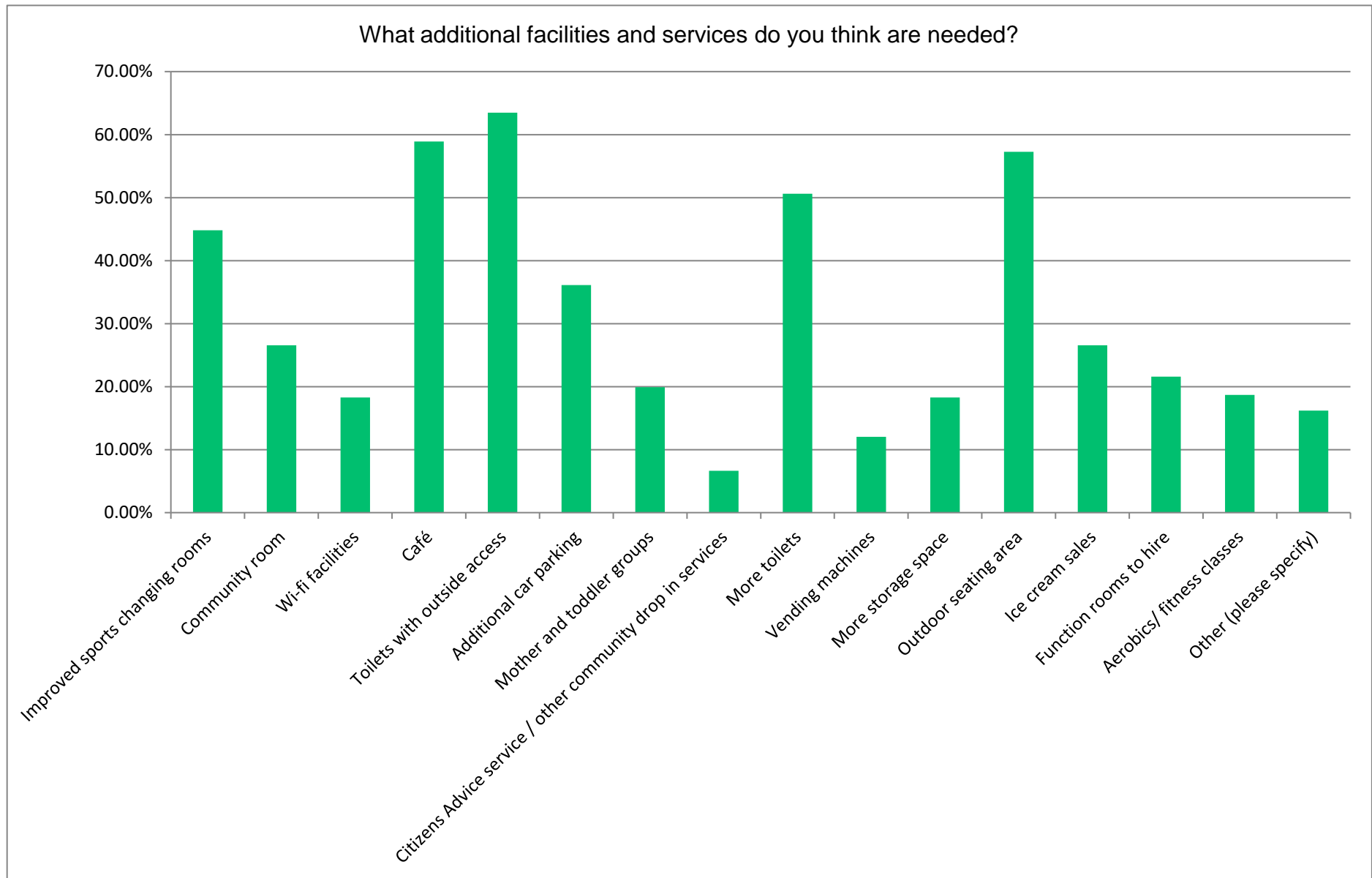
### 4.7 Do the Facilities Meet the Needs of The Local Community

Respondents were asked whether the facilities at Edmonds Park and the Loyd Recreation Ground met their needs. This can be seen in the table below:

Answer Choices	Responses	
Yes, they have met my needs	46.58%	102
No, they have not met my needs	53.42%	117

#### 4.8 What Additional Facilities and Activities are Needed?

The graph over the page shows the views on what additional facilities are needed. More research will need to be done here through the Business Plan to understand the facilities on offer in the local area and where any gaps might be.



## 4.9 Other suggestions

Additional activities and facilities were suggested:

### Activities

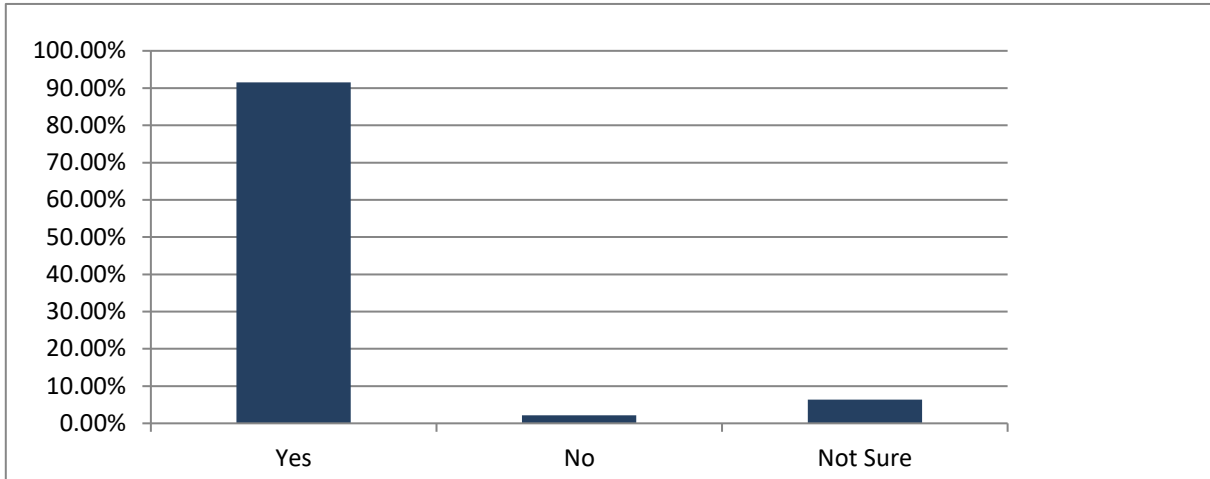
- Skate Park
- Crafter meets
- Something for teens 14-18yrs old
- Business Networking Events
- More adult sports classes
- Buggy fitness, beginner jogging group, soft play for toddlers
- Older people activities
- More activities for children.
- Art and craft groups, lifestyle groups
- Child groups on weekend for working parents
- Forest school / outdoor learning area
- Splash park
- Mini golf
- Base for community walks.
- Climbing wall
- Outside basketball /netball court,
- Covered seating area
- Plays, music and shows
- Pop up arts / crafts workshops or galleries. Could be viewed as a sister space to the cornerstone.
- Groups for school children
- Improve the playing facilities to include older children - skate course, tree climbing obstacle course
- Church Groups Hire
- Aerobics
- More use for funfairs etc
- live music from local bands.

### Facilities

- Lighting for sports areas / floodlights / security lighting
- Running track / athletics track
- A hard path all the way round so wheelchair users, mobility scooters and buggies can enjoy a full circuit Specific and fenced off area for dog walkers.
- More trees and natural habitat such as areas of wildflowers / also flower gardens and ponds
- A special dog walking section.
- More bins so there is less rubbish scattered across the field
- A poo-bag station
- Public toilets, disabled toilets and baby changing facilities
- Seating
- Bike locking facilities
- Better storage for sports groups.
- Defibrillator
- More bins, benches and more wooded bits, more of a nature reserve.
- A band stand or pagoda to provide a central focal point allowing greater variety in social events
- Undercover facilities would greatly improve the area
- Better sports facilities
- Permanent area to have plays / music / shows
- Mini amphitheatre
- bouldering wall.
- Performance space
- Showers
- Kitchen
- Clubhouse
- Changing area for netball
- Open later in the evening.

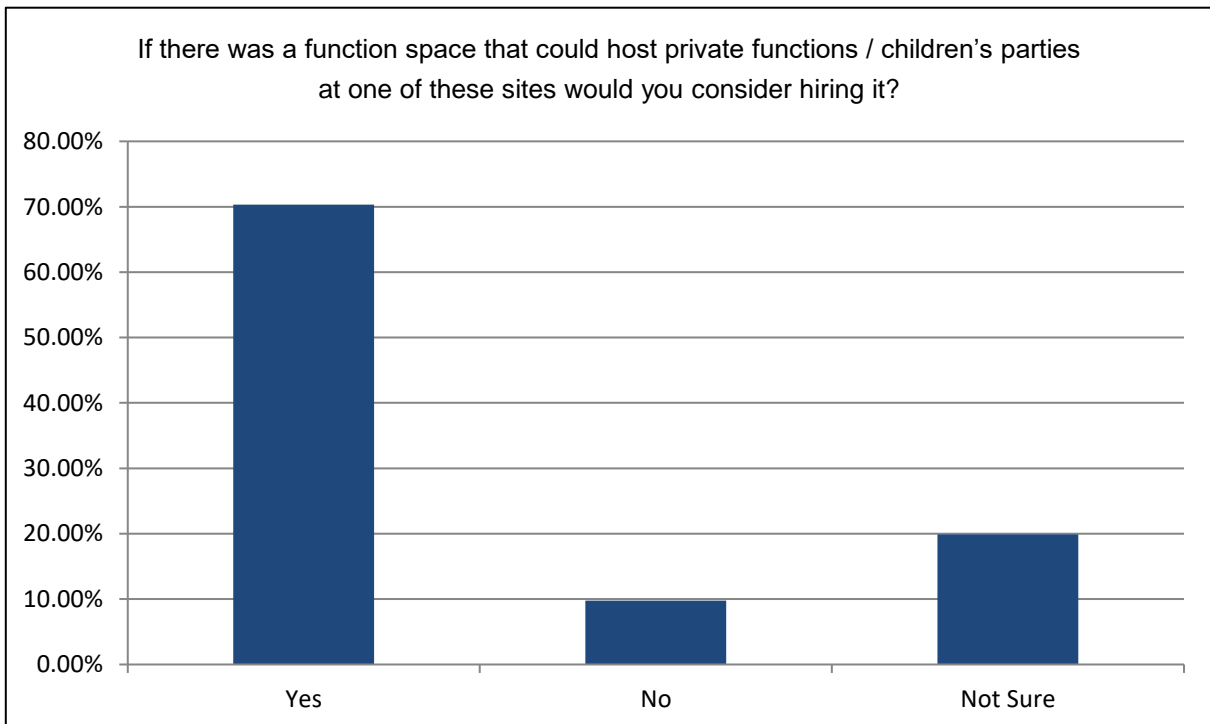
#### 4.10 If the facilities were improved would you use the parks more?

People were asked if they would be more likely to use the parks if the facilities were improved. The results show an overwhelmingly positive response.



#### 4.11 Community Space

There was a very positive response to having a community space. Again, sustainability will be key here, through the income and expenditure exercise of the Business Plan.





## 5.0 Public Opinion - Plans for Edmonds Park

Those taking part in the consultation were provided with a link to the existing plans for the new development at the Edmonds Park Recreation Ground.

### 5.1 General Positive Comments

There were a number of general positive comments regarding the plans:

- The plans look ideal for Edmonds
- Liked the room with the big windows.
- Proposed plans for Edmonds park look great
- I think they look really good.
- I think they are attractive designs to fit the purpose.
- Anything is better than what we have
- Edmonds park plan looks interesting. Good to see changing rooms, toilets and a cafe. I would spend more time in the park, especially if we can go in a cafe on a cold day.
- Edmonds could have toilet facilities and cafe near the playground- they would certainly be used!
- They would be a great improvement on what we have at the moment
- Edmonds Park drawing looks very good.

### 5.2 Suggestions

There were also a number of suggestions and concerns to be fed into the next stage of the design process:

- Think bigger. Didcot is expanding. Do it right first time otherwise it will fail. Look at what other towns have done, only do it better.
- If you could add a hall to the plans then you have massively increased the usage of the facilities
- Improvements could be made
- Not a good idea to be glass
- I strongly think that the existing site is a better location. The majority of the pitches are nearer the end of the field that the Wave is and people using the pitches down there would park on Newlands Avenue or in the Wave and not use the pavilion. It needs to be central to the field.
- As nice as the glass fronted room would be, without lights in the field itself surely this would be an easy target for vandals at night.
- The initial designs are promising, and could be built on to create a venue to draw more interest in the park
- If you included a cafe and gardens that would make it even more appealing.
- I've just taken a look and it looks like the only difference to Edmonds Park is upgraded changing rooms and a small cafe at the furthest point from the children's' play area - people that use the park on a day-to-day basis are not just the football teams, it's the young families.
- There are no paths from the children's' play area to that corner of the park, so any family that needed to use the facilities would have to cross the full field to use the facilities.
- OMG ... Cannot believe what I see ... The coffee / tea area has NO toilets .... It has a baby changing room - W/C - perhaps for disabled ... But surely this is not great for hygiene for babies.

- Great that you have 4 changing rooms, but only 1 seat down loo in each changing rooms for boys / girls to use ...what if in teams of 11 side - they have 2-3 kids have the need for number 2 use ... Not good ... You need to have more toilets ...per changing rooms.
- A disabled toilet is a must if you want the older people to use for community hire
- Function room bar
- There is no additional parking
- Designs look sensible - perhaps making the functional glassed space larger and more versatile. A cafe could have function areas for hire – fitness / arts / general hire.
- I would like to see 100% enlarged parking area in Edmonds.
- There should be consideration for Solar Panels on all the suitable roof areas and underground water storage tanks for grounds maintenance and rainwater collection.
- They're ok IF they are going to happen
- Maybe the glass at Edmonds isn't such a great idea?
- Brilliant that they are near the main road and car parks, not so great they are so far from the children's play area
- Looks fine. Not very exciting, but probably practical.
- Appear OK to me
- I think a cafe at Edmonds is a great addition and will be well used.
- Maybe make it more of a two-storey building to maximise space? Then you can have changing rooms downstairs, social facilities upstairs
- Need more facilities such as WC
- There doesn't appear to be any external storage space for goals
- Make some toilets accessible from outside.

## 6.0 Stakeholder Consultation

This section summarises the findings from the consultation with current and potential user groups. It should be noted that no comments have been attributed to particular individuals, but instead have been grouped according to thematic headings.

### 6.1 Current Offer

User group involvement with the facilities is exclusively orientated around sports teams.

#### 6.1.1 Edmonds Park

Anecdotal evidence suggests the facility is widely considered dormant, and not attractive to any group as it stands. The sports pitches see considerable use across a large number of sports teams (up to 18) at a range of age levels (under 7's to under 17's) – yet many participants choose not to use the facilities. Generally, this is because the site is not considered fit for purpose. During the summer months – from Easter to October / November - the pitches are used every night for training between Monday and Friday and throughout the season at weekends for matches. The consensus is that the limitations of the dilapidated site mean children and adults prefer to change at home or away from the site. The current sports club choose not to use the changing rooms.

Each club team is given shared access to the site and use the building to house equipment - including football goals in an outside paddock – but choose not to use the changing facilities, although parents of players use the communal kitchenette to serve tea and coffee on match days. There has been genuine enthusiasm at improving the offer for parents and players alike – including the youth teams, parents and spectators.

Previous sports clubs have vacated the premises and wider park site due to the conditions of the building. Didcot Town Rugby Club have relocated to the new multi-sports facility at Boundary Park, with 17.5 acres of amenity grassland, modern drainage systems, a two-storey pavilion complete with 6 20-person changing rooms and a social space which includes a bar, kitchen and function room. The facility also plays host to Didcot Cricket Club and Harwell and Hendred Youth Football Club.

#### 6.1.2 Loyd Recreation Ground

One local football club uses Loyd Rec as their sole venue and have raised issues over the inadequacy of the current provision - the majority of players prefer to change at home and bypass the facilities all together. Organisers expressed their frustration at the lack of storage space, commenting that their sports equipment commands at least a garage worth of space. They also felt that whilst lockers are useful for small items, it would be better to have secure cupboards for equipment that couldn't be easily accessed by children. Moreover, interviewees stressed the necessity of outdoor storage for goals and further equipment.

## 6.2 Need across Didcot

### 6.2.1 Necessity for Sports Facilities in Didcot

The discussions referenced Didcot generally, rather than each site. Most consultees felt the sites must be improved to serve their primary function as a sport changing facility, and then possibly expand on the role of sports pavilion to serve a wider community functions.

From a sports perspective, the site is considered essential to the continued existence of the clubs, which are expected to increase, expand their age ranges and provide more ladies' teams. Doubts over the availability and suitability of sports playing and changing facilities in the rest of Didcot are the primary drivers of clubs using Edmonds Park rather than other venues. Specific reference is made to Ladygrove Park, which despite its close proximity to Didcot Town Football Club, is not large enough and there is an absence of changing facilities. Conversations with various sports teams infer a picture of heightened demand for space but only a finite supply of venues.

Some respondents raised the issue of the facilities having a particularly narrow focus – being predominantly football teams. Hosts of other sports programmes have stressed the benefits of having a home playing venue as well as onsite changing rooms, the primary example being the South Oxfordshire Heat Basketball Club with a membership of over 120 youth players from under 8's to under 18's. This club uses the court adjacent to the Edmonds Park field on Thursdays and Sundays. Any improved sports facilities at either site could provide for both the prominent football teams using the fields as well as the sports teams using neighbouring courts.

### 6.2.2 Wider Community Functions

It was felt any venue catering for more than one group should take on wider community functions – for example noticeboards in their main foyer, addressing a wider audience beyond club sport, and helping to attract groups such as local joggers / runners and seasonal park users. Locals considered the benefits of a small café to encourage socialising, drive up park use and support parents of sports participants to serve tea and coffee to spectators.

In addition, a function room was mentioned for hire by community groups, sports teams and individual private events such as children's parties or community functions. Finally mention was made of the need for specific amenities such as accessible toilets for wheelchair users, boot changing areas and goal paddocks.

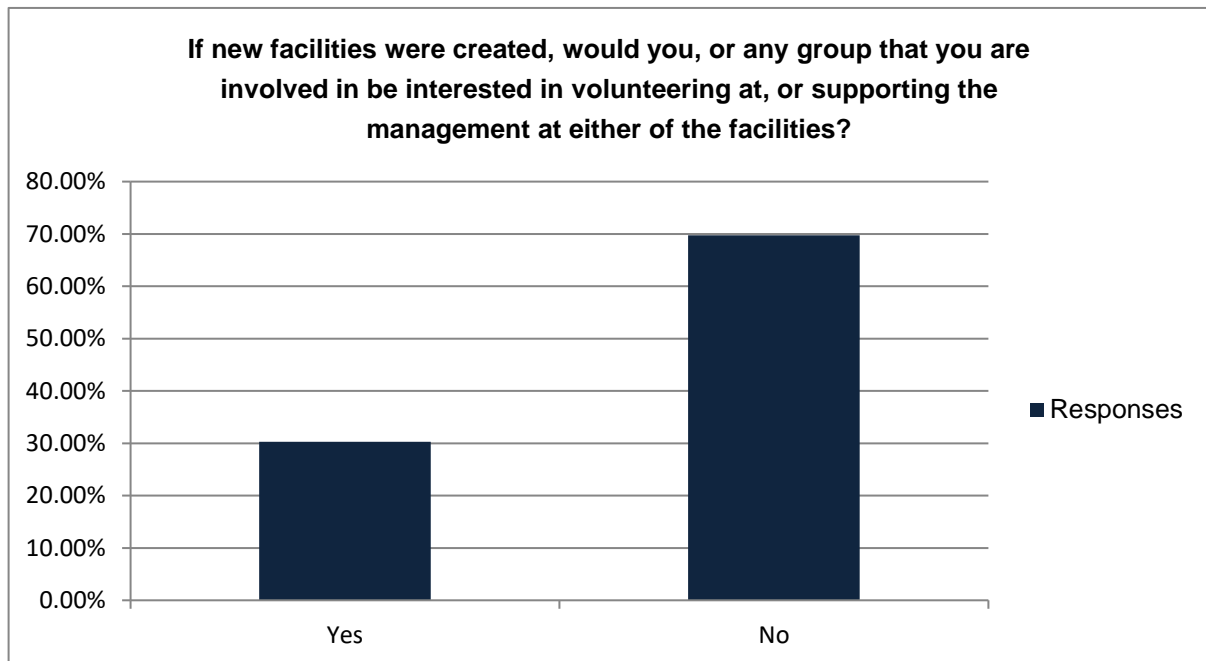
## 7.0 Summary of Community Interest in Getting Involved in the Project Development and Delivery

A key element of the study was to understand the local appetite for community involvement in this scheme – and the findings have been incredibly positive. The comments below give a flavour of the type of interest we have had from local people and groups.

### 7.1 Are you aware of any groups / clubs who would be interested in running events and activities?

- Didcot Netball
- Possibly Zumba or Dance
- DNC use the courts in the summer and I'm sure we would make more use out of them and the facilities should they be improved
- Korfbal might return their summer training to Edmunds park if there are better facilities, storage, cleanliness and safety
- Quiz evenings or bingo evenings to raise funds for the local club teams.
- End of season parties.
- Didcot Netball Club, currently using in Summer when lighting isn't required.
- Didcot Town Youth FC.
- The Pole Fitness Academy.
- Girl guiding association swim school parties.
- Didcot Netball club need a training venue. We're possibly moving to GWP but these facilities aren't ready and don't have plans for changing facilities for netball / tennis courts.
- Casuals FC teams and parents.
- Basketball clubs using outdoor basketball courts.
- Didcot Casuals.
- Go active, local personal trainers, tai chi practitioners.
- Didcot Boys FC and Didcot Netball Club.
- Zumba classes.
- Didcot town youth training and games.
- Didcot casuals for fundraising events.
- Didcot Casuals Football could run events and activities for wider parts of the community such as walking football for over-50s, if the facilities were better.

**7.2 If new facilities were created, would you, or any group that you are involved in, be interested in volunteering at, or supporting the management at either of the facilities?**



Additional Comments received included:

- Yes, I sure the home ed community would trade helping for free facilities. Got to go both ways with helping community to improve things and people's lives.
- You happy to help where we can
- I already volunteer with another organisation so currently I don't have time but, in the future, I would consider volunteering at a community cafe or similar.
- General maintenance
- Didcot Casuals Football Club
- A netball group for older people would be nice
- Happy to help in any area only available evenings and weekends
- I'm sure out of the 30-40 managers that are involved with Didcot Town Youth, someone would be more than happy to get involved.
- We would help keep the facilities clean and tidy - Chairman Didcot Town
- The youth football teams who already volunteer and arrange events, would have better facilities and options for events
- Possible depending on what was required
- I am happy to help maintain a car park at Loyd Rec as I would use it a lot and it would improve the area for residents
- Linked to creating and maintaining wildlife habitats
- Supporting yes, being totally responsible for the management of community facilities - no!
- Didcot netball club would possibly be part of a management committee
- Fundraiser etc
- Promote basketball participation.

- Running and fitness club
- Volunteer
- Happy to discuss
- Didcot Casuals
- Not at present but possibly once my children are older and at school
- Depending on the time commitment needed I'd consider volunteering to support the management of the facilities.
- I would happily be involved in managing / promoting the venue. I'm an experienced Digital Marketing Manager specialising in social media, web and google advertising / promotion.
- Great Western Park Residents' Association
- I know parents of Didcot casual's members would want to help
- Management committee
- Happily, get involved in the administration side of the new facilities.
- Living on Kynaston and being involved in Didcot Town youth, I would be happy to be involved.
- I could volunteer sometimes
- I would be happy as part of Didcot Casuals to be part of the team that helps look after a new
- Already running football club out of current Loyd Rec facility
- Always been happy to help out with the football club in any way possible
- Happy to help where we can
- We have many managers / coaches involved with construction / building industry
- Qualified aerial image analyst with prince 2. Believe I'm a good fit for designing a car park!
- Creation and design of wildlife areas
- 15 years work experience in leisure and tourism, 10+ years in customer services. Degree in countryside management and leisure
- Have worked on design of PFI community projects
- I was involved with Boundary Park Sports Facilities, designed the logo, and have been involved in community projects such as the Waterfront Arts Centre in my hometown Newport. Promotion / Design / Website Creation are my strongest skills.
- If you would like ideas or support for building a bouldering wall I have plenty of contacts.
- No relevant skills, but enthusiastic
- I don't think I could offer anything suitable
- Have already supplied wish list to Didcot Town Council on behalf of football club, but would like to be involved in design, using in depth knowledge of running a sports club.

## 8.0 Summary and Next Steps

It is clear from the consultation that more is needed at the Town Councils parks to better meet the needs of the local community. There has been an overwhelming number of suggestions and activities of things that could happen and a significant number of local people who would be interested in getting involved. These contacts are being followed up as the project commences.

As such the consultation has proved the merit of taking the project to the next level, and securing investment for:

**Feasibility Study:** This will take the findings of the consultation and integrate them into the current designs for the new Pavilion, addressing the barriers identified, alternative suggestions for the building layout and design to meet the expressed needs, and lower cost alternatives. It will also assess additional energy saving measures to reduce energy bills, such as solar panels, ground source heat pumps and others. Once the preferred option is chosen plans and costs will be amended accordingly to provide a solid capital cost.

**Business Plan -** This will build on the consultation findings on possible uses, and the Feasibility Study findings on operational running costs, to create robust income and expenditure estimates, balancing these to create a financially sustainable position. It will also build on the community findings to create a management / governance structure driven by local groups. Details considered will include:

- Further development work with local groups who want to be part of the management
- Options for management / governance
- Viability of individual uses such as a café or rental of community space
- Income, expenditure and future financial sustainability
- Links to other local services / local recreation sites to ensure a joined-up local offer.

Throughout we will investigate and plan the work to meet the Community Right to Build Order. This will include understanding costs, time plans, roles and responsibilities, support with the work, and potential funding.

**Funding Strategy –** This will take the capital costs identified in the Feasibility Study and consider how these can be met through a combination of local funds and current appropriate grant regimes, including timescales, requirements of each fund, and fall-back strategies.