



**DRAYTON (ABINGDON)  
PARISH COUNCIL**

**SPORT FOR ALL**

**Summary Business Plan**

**2018-2027**

**Walnut Meadow**



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## **1. Executive Summary**

Drayton is a small village south of Abingdon with a current population of some 2500 and about 1000 houses. Under the Drayton Neighbourhood Development Plan (NDP)<sup>1</sup> the number of houses in the village is expected to grow by about 300 over the next five years.

Adopted by Referendum in 2015 the NDP recognises that 'the village has a general deficit of recreational infrastructure with certain age groups (e.g. teens) and sports (e.g. cricket and tennis) lacking any dedicated facilities'. It is this is problem which this Plan aims to resolve.

As part of the agreement for housing development in the village the Parish Council will take possession of a large area for sports facilities at 'Walnut Meadow' by end 2017. Drayton now has a once-in-a-lifetime opportunity to enhance the recreational infrastructure for future generations in a significantly enlarged village.

The Parish Council will commission a purpose built Sports Pavilion, accompanying playing fields an all-weather multi-use sports facility (MUGA). The Pavilion and other facilities will be run as a by a newly formed Charitable Incorporated organisation (CIO) under a lease from the Parish Council. The Governance arrangements of the new facilities will combine with those of our existing and renovated Village Hall to ensure that the two buildings and organisations are managed in such a way to optimise social and sporting provision to the village.

The total capital investment in these new facilities will be circa £1.8m funded by almost £1m of S106 payments, a generous £90k donation from a local landowner, and £500k of grants and other fundraising. The balance will be provided by a Public Works Board (PWB) loan to the Parish Council. To ensure adequate funds to fund the long term PWB facility, the Parish Council increased the annual precept from 2017/18.

Section 9 of this Plan sets out the Financial Plan covering the on-going management and maintenance of the new facilities.

## **2. Drayton's Neighbourhood Development Plan**

In 2011 it became clear that Drayton would not be immune from the pressure for new house building; indeed the owners of much of the farmland surrounding the village had indicated a willingness to make it available for development. This caused understandable alarm in the village, but instead of posing outright opposition there was a realisation that this could be the opportunity to improve Drayton's facilities and make it a more sustainable location in which to live. The framework for doing this was provided by the government's Localism Act 2011 which set out how a Neighbourhood Development Plan can determine how local people could get the right type of development for their community, while still meeting the needs of the wider area.

### *2.1 An Enterprising Community*

In 1999 the village took advantage of Lottery funding and support from The National Trust to create a Millennium Green, which is now widely used by villagers. Some 30 years earlier the current Drayton Village Hall was built by community endeavour and, around the same time, the Drayton Chronicle was published for the first time. This Award-winning village newsletter was

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<sup>1</sup> Drayton NDP <http://www.whitehorsedc.gov.uk/services-and-advice/planning-and-building/planning-policy/neighbourhood-plans/drayton-neighbourhood->

one of the first in the country, and has been published and delivered free to every household ever since.

Drayton was also among the first in the country to create a Neighbourhood Development Plan. After multiple public meetings and consultations over three years the NDP was supported by 91% of voters in its referendum in March 2015 and adopted as part of the Local Plan of the Vale of White Horse District Council in June that year. Development of the new sports complex at Walnut Meadow is a key component of the NDP.

## *2.2 Existing Village Facilities*

Drayton has a Football Club currently located close to the Village Hall; it has a single football pitch equipped with domestic style floodlighting. This field is far too small for Drayton's current sports requirements and attempts to extend it over the last 40 years by acquiring adjacent farmland – including compulsory purchase - have always proved unsuccessful. The small Club house is 40 years old and no longer meets the needs of the expanding village,

There are limited opportunities for indoor sports at the existing Village Hall; there are plans to improve these when the Village Hall is refurbished. The new outdoor and indoor sports facilities at Walnut Meadow will complement the Village Hall; hence the intention to run the two facilities under the same management umbrella.

Drayton Park Golf Club is located at the south end of the village  
<http://www.draytonparkgolfclubabingdon.co.uk/>

Village social activity for the elderly is based at the separate Caudwell Day Centre.

## *2.3 ...and in the Surrounding Area*

- Abingdon, White Horse Leisure and Tennis Centre, run by 'Better'
- Milton Park, The Park Club, run by 'Soll Leisure'
- Abingdon, Tilsley Park, run by 'Abingdon School'
- Abingdon South - Rugby
- Steventon Village Hall and Sports Pavilion

## **3. The Need for More Sports Facilities**

In recent years Drayton has had up to seven adult and junior football teams, but has only a single pitch. Even this is designated as a 'Village Green' and so must be available for other uses. Unsurprisingly Drayton's young people now tend to join teams elsewhere. As our Survey results below show there is a considerable unmet demand for both football and other sports.

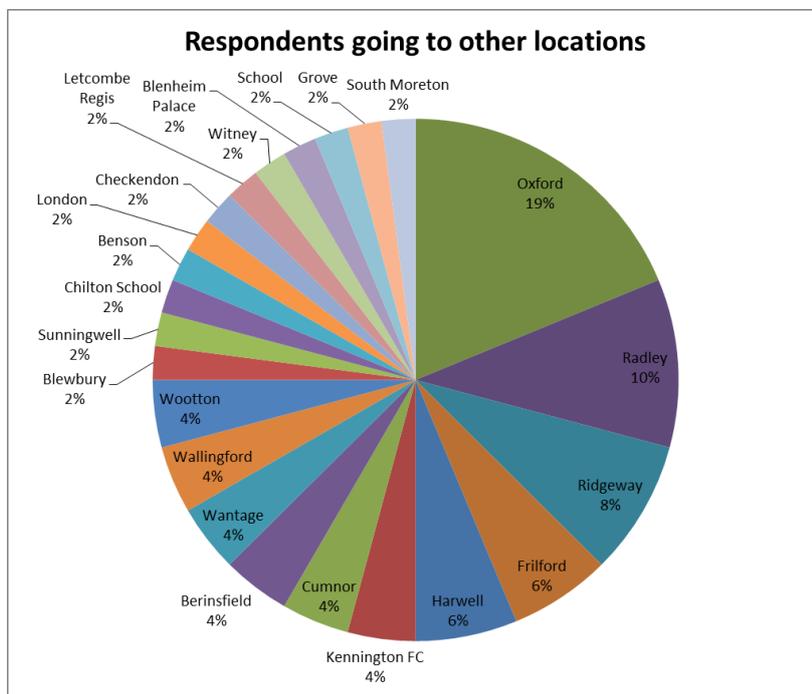
In 2016 the Parish Council undertook a detailed Sports Needs Questionnaire to better assess village demand for recreation facilities; in particular what sports and leisure activities the new facilities at Walnut Meadow might provide. Drayton Parish Council commissioned Oxfordshire Playing Fields Association (OPFA <http://www.opfa.org.uk>) to review the questionnaire's results, and these results have informed the design of the proposed new facilities and will provide evidence to support funding applications.

(see <http://www.draytonvillage.co.uk/wp-content/uploads/2015/05/Drayton-Sports-Needs-Analysis-Report-v2.pdf> for full report)

Key elements of the report include the village's current participant sports and the breakdown of residents travelling arrangements (a startling 60% are by car) to allow them to play at remote locations.

Table 1: Results from the Drayton Sports Needs Questionnaire

In which sports or activities below do you/members of your household participate at present?			
None	26	Gymnastics	28
Aerobics/Gym/Keep Fit	87	Hockey	13
Athletics	24	Jogging	71
Basketball	22	Netball	20
Badminton	22	Rugby	19
BMX Biking	17	Skateboarding	21
Bowls (indoor)	10	Squash	12
Bowls (outdoor)	2	Swimming	160
Cricket	15	Table tennis	19
Dance	27	Tennis	60
Five-a-side football	24	Walking (including dog walking)	209
Football	62	Zumba	18
		Others (please specify)	41



### 3.1 Designing the Sports Pavilion and Pitches

Tennis, Football and Cricket feature highly in the Drayton Sports Needs Questionnaire. Walnut Meadow will have three football pitches which can be used concurrently; a cricket square, and tennis in the MUGA: all will conform to the current sports bodies' standards (see Table 2 : Excerpt - Drayton Sports Needs Questionnaire)

Q9 What activities would you like to see provided from the list below when the Barrow Road sports facilities and village hall refurbishment are completed?

Tennis	128	Basketball	49
Aerobics/Gym/Keep Fit	122	Athletics	48
Football	100	Netball	46
Five-a-side football	71	Gymnastics	45
Badminton	63	Zumba	39
Table tennis	58	Rugby	33
BMX Biking	56	Squash	30
Cricket	54	Hockey	24
Skateboarding	52	Bowls (outdoor)	19
Dance	51	Bowls (indoor)	15

## 4. Learning from the Experience of Others

In developing this Business Plan members of the Parish Council have visited other parishes in the area with comparable new Community and Sports facilities. All had met their aspirations in different ways and had proved to be financially viable. Those planning the sports facilities at Walnut Meadow benefited from this experience and it informed their thinking on how its different features could best be organised and managed. These case studies (of Harwell/Cholsey /Chinnor/Steeple Aston) are summarised in Appendix 1.

## 5. The Vision: Sports Pavilion and Pitches Design

### 5.1 Indicative Layout

- Adult sized football pitch

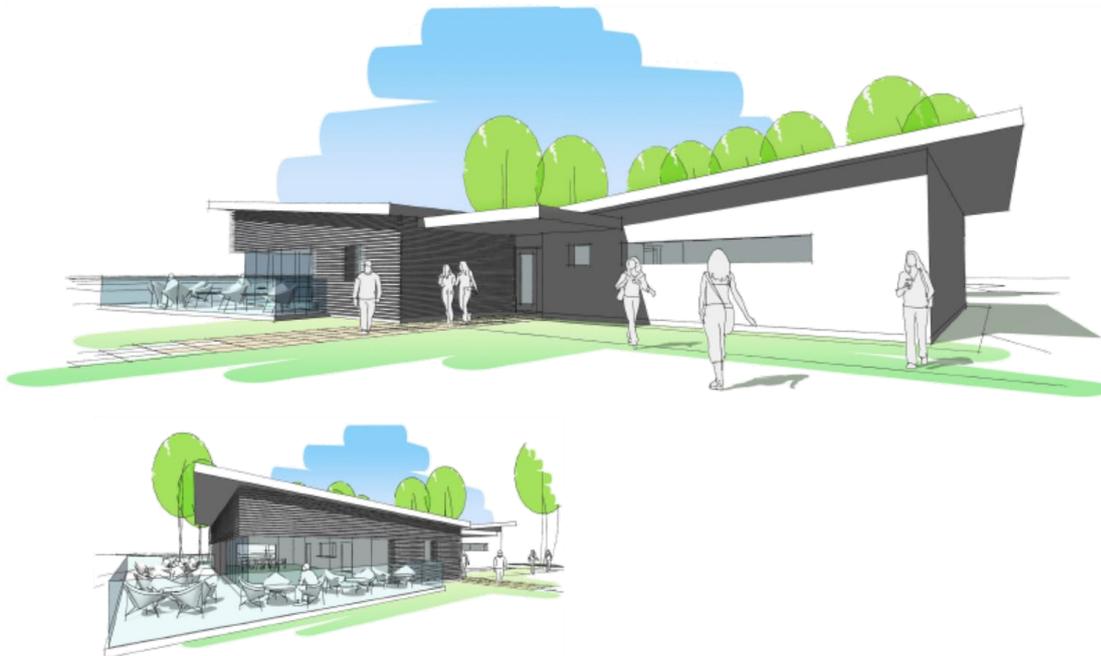
- Junior and intermediate football pitches
- Cricket square (possibly with cricket nets added later)
- Sports Pavilion with parking for 70 cars



Figure 1:  
Indicative Sports  
Facilities Layout

### 5.2 Sports Pavilion Design

The conceptual design for the new sports pavilion was provided by Peter Emptage, a Drayton resident and internationally acclaimed architect with experience of sports facilities design. Peter’s company was extensively involved in designs for the Rio Olympics.



Drayton Sports Pavilion - Drayton Parish Council | 16844 | External Views | June 2016 | NTS



**emptage**  
EMPTAGE ARCHITECTS

## *Figure 2: Conceptual Design for the Sports Pavilion*

Following public consultation on the Emptage conceptual design several architectural practices were invited to respond to a Brief, and Stanhope Wilkinson Associates (SWA) were chosen as our architects to carry through the detailed design work.

Key requirements included designs to cater for male and female, young and old, and for the disabled. Changing rooms are able to be accessed via the central corridor without opening up the indoor social area, and visa-versa.

A kitchen, café, bar, storage, office and separate toilets are included as part of the indoor social and sports area. The objective is to create a multi-functional building equipped to host business meetings, indoor sports activities and social events. Fundamental to the Pavilion's design is the ability to adapt the internal configuration of the social area so that its use is future-proofed.

By the end of the first five years it is envisaged that the facilities will have matured and that we will have learned and evolved the offerings, as the actual expressed needs will undoubtedly differ from those indicated in this initial business plan.

Planning permission for the Pavilion has been granted by the VWHDC <http://www.whitehorsedc.gov.uk/java/support/Main.jsp?MODULE=ApplicationDetails&REF=P17/V0281/RM> The external plan and initial internal sports pavilion layout from the planning permission are illustrated below (Figures 3 and 4)

### *5.3 Some of the Possible Activities at Walnut Meadow*

#### INDOORS

- Table tennis to intermediate level, 4 practice tables; two match tables
- Floor and mat sports, i.e. judo, karate, short mat bowls
- Exercise activities, i.e. Pilates, Zumba, tai chi etc.
- Children's and other parties and events, business meetings, continuing education
- Sports coaching and theory classes
- Daytime community coffee mornings and community cafe

#### OUTDOORS

- Football; adult, junior and intermediate pitches
- Cricket and cricket nets
- Walking cricket
- Running track, measured
- Tennis
- Netball
- Basketball
- Five-a-side football
- Walking football
- Target ball sports
- Outside gymnasium equipment
- Playground



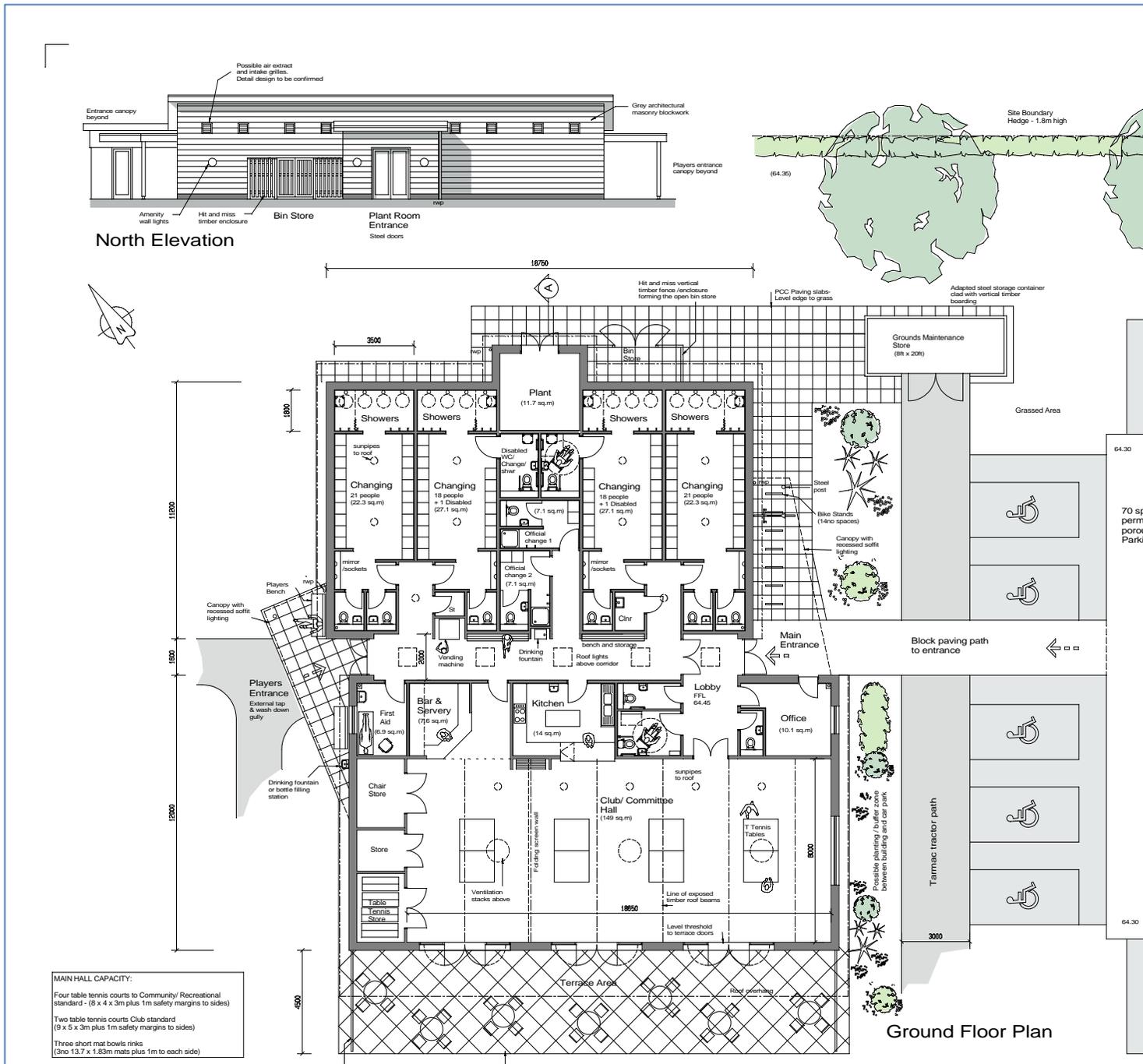


Figure 4 Initial Internal Layout of Sports Pavilion

<http://www.whitehorsedc.gov.uk/java/support/Main.jsp?MODULE=AapplicationDetails&REF=P17/V0281/RM>

### 5.4 The Multi-Use Games Area (MUGA)

In order to facilitate other sports activities indicated in the Sports Questionnaire there will be a Multi Use Games Area (MUGA) to provide opportunities to play five-a-side football, netball, basketball, tennis and target ball sports



Figure 5: MUGA

The MUGA will be fenced, and surfaced with brightly coloured acrylic coated tarmac.



Equipment to be installed:

- 18m x 36m MUGA with games markings,
- Heavy duty rebound fencing,
- Two goal units, two basketball hoops and four games walls,
- Blue acrylic-coated tarmac surfacing with games markings.

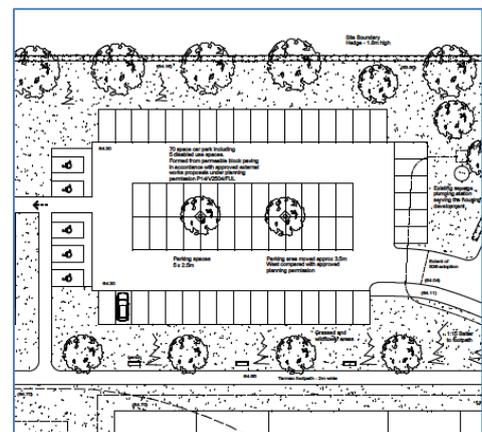
### 5.4 Floodlighting

MUGA floodlighting will comprise four off hinged 8m columns each with 2 x 1Kw metal halide asymmetrical lights, with the possibility of upgrade to LED

### 5.5 Parking and Travel Plans

A key element of the facility will be to reduce the need for travel outside the village: car travel is not only environmentally negative and adds to existing traffic congestion in the area, but young people are also limited by dependence on parents to transport them to more distant sports venues.

Parking will be provided for 70 cars (including five for disabled) - adapted on match days for visiting team coaches - and for bicycles. It is hoped that most local people will walk or cycle to the pavilion, but



inevitably parking is needed for visiting teams and their supporters and for players with bulky sports kit.

### *5.6 Some of the User Groups*

Examples of customer groups are:

- Corporate (business hire, for example meetings or business based activity groups)
- Charities (local charitable groups such as DAMASCUS, toddlers, bowls, Knit & Natter)
- Clubs (football, tennis, table tennis, and other sports clubs)
- Events (weddings, parties, sports nights)

### *5.7 Café, Bar and Lettings*

The café and bar facilities in the social area are an essential part of keeping the Pavilion active and they will be a valuable source of additional revenue. Vending machines will be installed to cater for users when these facilities are closed.

Drayton is well served with two public houses, but the revenue which is derived by having a bar open for two to three hours after a match or for occasional events will satisfy the needs of the visitors without inconveniencing or disturbing the neighbourhood.

## **6. Staffing**

Initially the Parish Council will rent an office in the Pavilion and the parish clerk(s) will staff the premises during weekday daytimes, taking bookings, dealing with users and answering enquiries.

The café and bar will be run at first on a profit-sharing basis with those who rent the premises. It is not the intention that the Parish Council or the CIO should be responsible for bar/café consumables or employ bar/café staff in the Pavilion unless and until demand makes such a change cost-effective.

## **7. Organisation and Governance**

Following legal advice a Drayton Sports and Social Club will be brought into being in 2018 as a Charitable Incorporated Organisation (CIO) into which it is then intended to merge the existing Village Hall and its management. Trustees will be recruited and appointed in 2017-18.

The Drayton Sports and Social Club will be following the Sport England tier 1 code for sport governance

[https://www.sportengland.org/media/11193/a\\_code\\_for\\_sports\\_governance.pdf](https://www.sportengland.org/media/11193/a_code_for_sports_governance.pdf)

## **8. Timescales**

Drayton Parish Council is expected to take ownership of the sports fields, pavilion/MUGA/car park, playground and other public open space by the end of 2017. Work will then begin to make the playing fields ready for use, a process which will take two years. Providing the necessary finance is available, construction of the MUGA and Pavilion will begin during 2018 so that the new facilities will be complete in 2020.

## 9. Financials

### 9.1 Capital Costs

Table 3 The breakdown of the estimated capital costs are given below.

Expenditure items	£
<b>Pavilion</b>	
Pavilion build	700,000
Pavilion fit out	100,000
<b>Grounds</b>	
Car park	150,000
Landscaping and external works	150,000
<b>Pitches</b>	
Pitch build / drainage	250,000
Pitch equipment and furniture	110,000
<b>Multi use games area / Gym</b>	
MUGA (with LED lighting) & Outdoor Gym	315,000
<b>Total Cost</b>	<b>1,775,000</b>

*Excludes VAT, which the Parish Council will be able to reclaim in full*

### 9.2 Maintenance Costs

Table 5 S106 Sports Facilities Maintenance payments (10 years at spend rate of £11.7k )

Development	Pavilion	Pitches	Total	Notes
Walnut Meadow 73 dwellings		28,173		
Halls Close 22 dwellings	365	10,806		
South of High Street 140 dwellings	1,823	54,030		
Manor Farm 58 dwellings (estimated)	21,998			For sports facilities generally
<b>Total</b>	<b>24,186</b>	<b>93,009</b>	<b>117,195</b>	

### 9.3 Sources of Funds and Fundraising

Funding is expected from three main sources: S106 Developer Contributions; Grants and other fundraising; Loans.

Table 4 S106 Capital funding is detailed below

Development	Pavilion	Pitches	MUGA/Tennis	Total
Walnut Meadow 73 dwellings	47,533	169,504	10,409	<b>227,446</b>
Halls Close 22 dwellings	18,232	65,016	9,881	<b>93,129</b>
South of High Street 140 dwellings	91,160	325,076	49,407	<b>465,643</b>
Manor Farm 58 dwellings (estimated)	169,174*	*	20,117	<b>189,291</b>
<b>Total</b>	<b>326,099</b>	<b>559,596</b>	<b>89,814</b>	<b>975,509</b>

*Some of the Grant-awarding Bodies which may be approached for Funding*

- Sport England
- Football Foundation
- England & Wales Cricket Board (ECB)
- The Lawn Tennis Association (LTA)
- WREN landfill scheme
- England Netball
- Comic relief
- Vale of the White Horse capital grant
- Vale of the White Horse new homes bonus community grant
- Helpontap (for the disadvantaged) [Helpontap link](#)

*Other Sources of Capital Funding*

- Public Loan Works Board loan to the Parish Council
- Local fundraising activities (on-going)
- A local landowner has already gifted £90k

**Table 6 Funding Profile:  
Walnut Meadow Sports Facilities**

	Total Cost (No VAT)	s106+	Gifts to date	PWLB Loan*	Fundraising Needed	
<b>Sports Pavilion</b>	£700,000	£326,000	£90,000	£0	£284,000	Architect's initial figures. Needs QA to confirm. Assumes vat reclaimed. 10% contingency
<b>Car Park</b>	£150,000	£150,000	£0	£0	£0	Architect's initial figures. Needs QA to confirm. Assumes vat reclaimed. 10% contingency
<b>Exterior works</b>	£150,000	£150,000	£0	£0	£0	Architect's initial figures. Needs QA to confirm. Assumes vat reclaimed. 10% contingency
<b>Internal fit out and equipment</b>	£100,000	£0	£0	£50,000	£50,000	Assumption!
<b>Sports Pitches</b>	£360,000	£360,000	£0	£0	£0	Figure uncertain at present
<b>MUGA (two phases with LED lighting)</b>	£280,000	£90,000	£0	£45,000	£145,000	Quote needs confirmation
<b>Outdoor Gym</b>						Option - additional £35,000 from Parish Funds?
<b>Totals</b>	<b>£1,740,000</b>	<b>£1,076,000</b>	<b>£90,000</b>	<b>£95,000</b>	<b>£479,000</b>	

\* £500K PWLB loan will be needed in 2018-19 to cover s106 monies received after outlay on sports facilities. S106 monies can then be used to repay loan  
+ £217k s106 monies will have been received from Miller Homes by end 2017 for sports pitches & pavilion

9.4. Table 7 Recurrent Funding: Income and Expenditure Model – Walnut Meadow Sports Pavilions (2017 constant prices)

	Year 0 (Pt)	Year 1	Year 2	Year 3	Year 4	Notes	Year 10
<b>Expenditure</b>							
Building Running Costs	£7,500	£15,000	£15,500	£16,000	£16,500	Later years assumes greater use so extra cleaning and utility costs	£17,500
Staffing Costs	£0	£0	£3,000	£4,500	£9,000	Evening & weekend manager(s) - 50 hrs? - Parish staff daytime (30 hrs?)	£25,000
Subscriptions (sky etc.)	£0	£0	£0	£2,500	£2,500	Optional in early years?	£2,500
Office Costs (including depreciation)	£0	£0	£0	£0	£0	Parish Council will provide office equipment from Precept - capital not recurrent. No need to depreciate	£3,000
Repairs	£0	£0	£1,000	£1,500	£2,000	Extra wear and tear on premises with increased use	£3,000
<b>Total</b>	<b>£7,500</b>	<b>£15,000</b>	<b>£19,500</b>	<b>£24,500</b>	<b>£30,000</b>		<b>£51,000</b>
<b>Income</b>							
Sports	£0	£2,200	£2,200	£2,200	£2,200	2 x adult @£600 p.a.; 4 x junior @ £250 p. a. No charge for MUGA (recover floodlighting cost?) No cricket assumed	£3,000
Lettings	£6,000	£12,000	£13,000	£14,000	£15,000	Assumes £15 per hr - start at 3hrs per day, up to 6 hrs per day.	£15,000
Office Rent	£1,500	£2,000	£2,000	£2,000	£2,000	Parish Council	£2,000
Café (profit)	£0	£3,500	£5,500	£8,400	£13,000	Daytime café/vending. Franchise?	£30,000
Bar (profit)	£0	£800	£1,200	£1,600	£2,000	Weekend Event operation - pop up bar/franchise?	£3,000
<b>Total</b>	<b>£7,500</b>	<b>£20,500</b>	<b>£23,900</b>	<b>£28,200</b>	<b>£34,200</b>		<b>£53,000</b>
<b>Surplus/Deficit</b>	<b>£0</b>	<b>£5,500</b>	<b>£4,400</b>	<b>£3,700</b>	<b>£4,200</b>		<b>£2,000</b>
<b>Assumptions</b>	<b>CIO Café Bar Profits</b>						

<b>Café</b>	<b>Nbr person/visits/week</b>	<b>Profit per visit</b>	<b>Profit p.a.</b>	<b>Café</b>			
Year 1	70	£1.00	£3,500.00	Year 1			
Year 2	100	£1.10	£5,500.00	Year 2			
Year 3	140	£1.20	£8,400.00	Year 3			
Year 4	200	£1.30	£13,000.00	Year 4			
Year 10	300	£2.00	£30,000.00	Year 10			
<b>Bar</b>	<b>Events - 100 people each event</b>	<b>Profit per event</b>	<b>Profit p.a.</b>	<b>Bar</b>			
Year 1	4	£200.00	£800.00	Year 1			
Year 2	6	£200.00	£1,200.00	Year 2			
Year 3	8	£200.00	£1,600.00	Year 3			
Year 4	10	£200.00	£2,000.00	Year 4			
Year 10	15	£200.00	£3,000.00	Year 10			

**Main Room Hire Rates - 3 hr minimum (based on Harwell)**

Drayton resident - £11 per hr

Community Organisation - £15 per hr

Commercial - £24 per hr

Weekend evenings (6-11pm) - £150 plus £15 for alcohol licence

9.5 Table 8 Effect on Parish Council's Annual Budget

	<b>Budget 2017-18 Agreed Dec 2016</b>	<b>Specimen Budget Walnut Meadow added</b>	<b>Notes</b>
<b>Income (excluding VAT refunded). 3 months</b>			
Precept	£80,000	£80,000	Precept per household will fall as nbr of houses increase in village
Other VWHDC Income	£474	£0	Grant will reduce to zero
Other grants (e.,g WREN)	£0	£0	
s106 Grounds/Pavilion Maintenance		£11,700	£93k grounds/£24k pavilion = £117k/10 years
Allotments	£600	£600	
Burial Ground/Memorials	£1,550	£1,550	
Interest	£0	£1,000	Invest s106 maintenance
Other Income	£0		
VAT refund due			
<b>Total Income</b>	<b>£82,624</b>	<b>£94,850</b>	

## Expenditure

Salaries	£10,500	£23,143	15 hrs pcw Clerk @ £15.67 per hr; Deputy 20 hrs pcw @£10.50 per hr. Staff office 5 weekdays x 7 hrs
Tax & NI	£1,428	£0	included above
Pensions	£1,200	£4,860	at 21 per cent, Both clerks
Staff Expenses	£800	£800	
Chairman's Expenses	£75	£75	
Office rent/room hire	£0	£3,000	Paid to CIO
Room Hire	£100	£0	Use Pavilion at no charge
Subscriptions	£225	£225	
Insurance	£800	£1,600	Increase in assets to insure. CIO will insure Pavilion
Training Courses and Materials	£200	£200	
Audit Fees	£450	£450	
Legal and Other Professional Fees	£650	£650	
Bank Charges	£72	£72	
Other costs	£1,300	£1,177	
Grants and Donations S19	£16,000	£5,000	No grass cutting grant for Football Club. Reduce other grants? DAMASCUS only? Cut MG grass instead of grant. Village Hall self- sufficient with CIO?

	S137	£1,000	£500	Reduce grants
	S142	£1,000	£1,000	Reduce grants
				£500k loan 25 years Annuity
Loan repayment			£27,048	repayment 2.51%
Walnut Meadow Grounds maintenance costs			£11,700	
Burial Ground/Allotments		£2,500	£2,500	
Play/Recreation		£3,000	£3,000	
Press & Public Relations		£100	£100	
Public Amenities/Open Spaces		£6,500	£6,500	
ROW		£1,250	£1,250	
Salaries(5 hrs pcw x £10)		£2,700	£0	
Tax & NI		£400	£0	
Room Hire		£400	£0	
Legal and Other Professional Fees		£1,500	£0	
Advertising & Publicity		£0	£0	
Other costs		£300	£0	
Events		£200	£0	
Miscellaneous		£474	£0	
Drayton2020 Projects		£27,500	£0	
<b>Total</b>		<b>£82,624</b>	<b>£94,850</b>	

## 10. People

**Colin Arnold:** Parish Councillor: Born 1957, Improvement Champion at BMW Mini Oxford. I am extremely keen to ensure that Drayton gets the best possible new and refurbished facilities, from the funding available from the developments that are being built within our village.

**Pat Athawes...** Parish Councillor. Chair of Finance Committee. .Words....

**Andrew Bax.** Chairman of Drayton 2020 (the Neighbourhood Development Plan) and Vice-chairman of its Implementation Group; Chairman of Drayton Community Trust (publisher of the Drayton Chronicle – our monthly community newsletter, and of the village website); Chairman of the League of Friends of the John Radcliffe Hospital (which runs a community café); retired publisher and company director

**Tony Holmes.....** Words

**Tamsin Meredith.....**Words

**David Perrow:** Has been the part-time Drayton Parish Clerk since 2010. Prior to early retirement he worked in higher education for over 30 years at Sheffield, Newcastle (Deputy University Librarian), Oxford (Deputy to Bodley's Librarian) and the School of Oriental and African Studies (Librarian). Experience in project, buildings & facilities (including café) management, finance (including fundraising and grants) , personnel (including recruiting and managing volunteers) , health and safety.

**Richard Seamark....**Words

**Sir Tom Shebbeare.** Formerly head of [The Prince's Trust](#) as its first full-time Director and Chief Executive (1988- 2003) From 2003, he joined the [Office of HRH The Prince of Wales](#) as Director of [The Prince's Charities](#) leaving in 2011 to become Chairman of Virgin Money Giving, a not-for-profit company enabling charities to raise funds cheaply and effectively on-line. In 2013 he took on the additional role of Chairman of Virgin Start-up which provides advice, mentoring and finance for aspiring entrepreneurs. He has been Chairman of [Spring Films Ltd](#) since 2011 and of The Royal Parks Foundation since 2014. He is a Director of [Delphis Eco Ltd \(UK\)](#), [CIM Investment Management](#), and a Trustee of the [Turquoise Mountain Foundation](#) (Afghanistan) and The Prince's Charities Foundation (China). He is a Fellow of Green Templeton College, Oxford.

**Richard Wade:** Parish Councillor. Chair of Planning Committee: **Words...**

**Ann Webb....**Words

**Richard Williams:** Parish Councillor Chairman...Words:

**Appendix 1: Summary of Visits to Other Oxfordshire Parish Council Recent Builds of Sports Facilities and Village Halls (Summer 2017)**

	<b>Chinnor</b>	<b>Cholsey</b>	<b>Harwell</b>	<b>Steeple Aston</b>
<b>Population (Drayton – 3,000)</b>	6,000	3,000	2,500	1,000
<b>Premises</b>	8 acre site, 2 adult and 2 junior football pitches with floodlights/dugouts and spectator stand. Tennis courts. Cricket being added and outdoor bowls planned	750 sq. m building Pitches and play facilities outside but no outdoor sports teams currently associated with building	Renovated old village hall with rebuilt pavilion at back, now with link building. Car park bought from VWHDC for £1. Other land already owned by Village Hall	one adult and one junior pitch and cricket nets. MUGA. Playground and parking. Outside table tennis Outside toilet open daylight hours costs £1200 pa upkeep
<b>Capital costs</b>	£1.43m	£1.1m	£1.3m plus furniture	Three separate projects over time. £300k for pitches using White Horse Contractors
<b>Income</b>	£265k (est) Year 1. 75-80% of this is from the bar. Hall hire is low (e.g. £10 per hr) and profit from parties is from bar e.g. £3-4k per party of 200 people	£30k - £2k from solar panels p.a. Health Centre - £5k; Library £750; Youth Club £500; Mrs Bun £4k-£5k; Fitness £15k; PC £2k and £3,5k staff effort in kind	£20k, rising to £30k – lettings charges not yet increased	Break even. Events bar in room off kitchen makes profit of c. £200 per occasion. Charge £600 per year per adult team
<b>Expenditure</b>	£245K? but expect £20k profit year 1	£24k	Utilities est. £5-£6k p.a. (heating control poor). No annual accounts yet – only 8 months in operation	£12k sports facilities (£5k Pavilion/£7k grounds) Village Hall running costs around £10k pa Utilities about 25% of costs
<b>Staffing</b>	Manageress/Steward (£25k pa) and Asst Manager plus 7-8 p/t staff for bar plus PC Office staff daytime	No staff on payroll. Cleaning contract and handyman as and when. PC staff cover	Cleaner - no other staff on payroll, but considering hiring a premises manager	No staff Grounds contractor £550 pcm

		daytime		
<b>Cafe</b>	None. But good kitchen with external delivery door for outside caterers for events in Hall	Community café once a week (no income to Sports Pavilion)	Café facilities – but not yet properly launched	
<b>Bar</b>	Fixed bar with grill , separate and fitted bench seating and moveable tables and chairs/bar stools (20 seats). Separate cellar with kegs and chillers. Outside entrance for deliveries. Bar fitted with large screen TV and HDMI feed throughout building. Till links to EPOS inventory software. Brewery supplied bar lines against 2 year beer supply contract	Pop up bar available next to kitchen in social area/foyer	No bar	Pop up bar in village hall for events – makes £200 profit
<b>Users</b>	Football: 4 men’s sides; 2 ladies sides; 2 Youth sides Hall – usual groups (keep fit/dance/youth) and parties/sky sports evenings	Changing rooms converted to use by play school Hall lettings e.g. regular commercially run exercise class plus kitchen let to Mrs Bun Anchor tenants: health centre/Pc Office/Library/Youth Centre Regular event lettings e.g. to Little Milton Hall people’s wedding planner	Pre-school	Hall well used – drama, dance and events. Sports hall used by play group. Village archive in village hall (separate locked room)
<b>PC Involvement</b>	PC owns premises and site. Parish Office (2 staff) provide daytime reception. Have Council Chamber as meeting room. PC funds groundsman & caretaker – 2x 35 hrs per wk	PC own land and building and maintain sports pitches and outside play etc. PC have office and 2 PC staff provide daytime staffing for building	PC not involved in ownership but paid £300k for building contrst and VAT reclaimed [s106 monies]	PC not involved in buildings or sports fields ownership management but owns and manages MUGA and playground
<b>Legal structure</b>	CIO and Trading Company	CIO	CIO	Traditional charities

				(1970s/revised 2000's) Village hall and Rec building are separate management committees but the same letting agent
<b>Notes</b>	New building a year old. Replaced previous pavilion (demolished). Had turnover of £70k from previous bar. Present licence continuation of old. Have failed first police drugs test due to drug use in toilets and drug dealers in bar	Has been operating for several years at a profit. CIO maintains premises both inside and out	Operating new renovated building only since Oct 2016	

## **Appendix 2 : Letters of Support**

Football Club

Table Tennis Club?

Any one for Cricket?

In support of this vision, Mr. Marc Knight, Head Teacher of Drayton Community Primary School, and Mr. Rob Gilley, the School governor responsible for sports liaison offers the school's support for the sports. Adding considerably to our local support is landowner

Mr. Paul Caudwell who has generously gifted land and ninety thousand pounds towards the project.

Other residents e.g. local professionals and sports people