



**PINHOE COMMUNITY HUB – A NEW COMMUNITY HUB FOR PINHOE
BUSINESS PLAN 2021**



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1. Introduction

1.1 Pinhoe Community Hub (PCH) is a community-led initiative to design, build and maintain a new contemporary, fully accessible and environmentally friendly, multi-purpose Community Hub for the expanding community of Pinhoe, Exeter, and the surrounding area.

1.2 The Pinhoe Community Hub is a Charitable Incorporated Organisation (CIO), registered with the Charity Commission on 19 March 2019 (charity number 1182544) and Companies House (company number CE016875).

The objects of the charity are:

“To further benefit the residents of Pinhoe and neighbouring areas by bringing together residents, the local authorities, voluntary and other organisations to advance education, provide recreation and leisure facilities with the objective of improving the condition of life for the residents.”

1.3 The Community Hub is intended to provide core community services, including a meeting space, a community cafe, a library with public access to ICT and copying facilities, sports changing rooms, a fitness suite and room for services for the elderly as well as local small business development space.

1.4 The central location of the Hub within the Station Road Playing Fields, adjacent to Pinhoe Railway Station and the Pinhoe Medical Practice, will ensure it is an accessible venue between the established Pinhoe community and several new housing developments.

1.5 The location will also support the transport hub developing on the site. The site has a local railway station going into Exeter and out to Cranbrook, Honiton and on into Waterloo. A local bus service stops close by and a cycle path runs past it. A new car park is soon to be added which will have co-car pick up and co-bikes stands. A new bus service will also be launched to take people out to the Science Park and Exeter Airport.

This also improves travel access to the Hub, essential in a community with low car ownership, a significant elderly population, a high number of carers and people with disabilities.

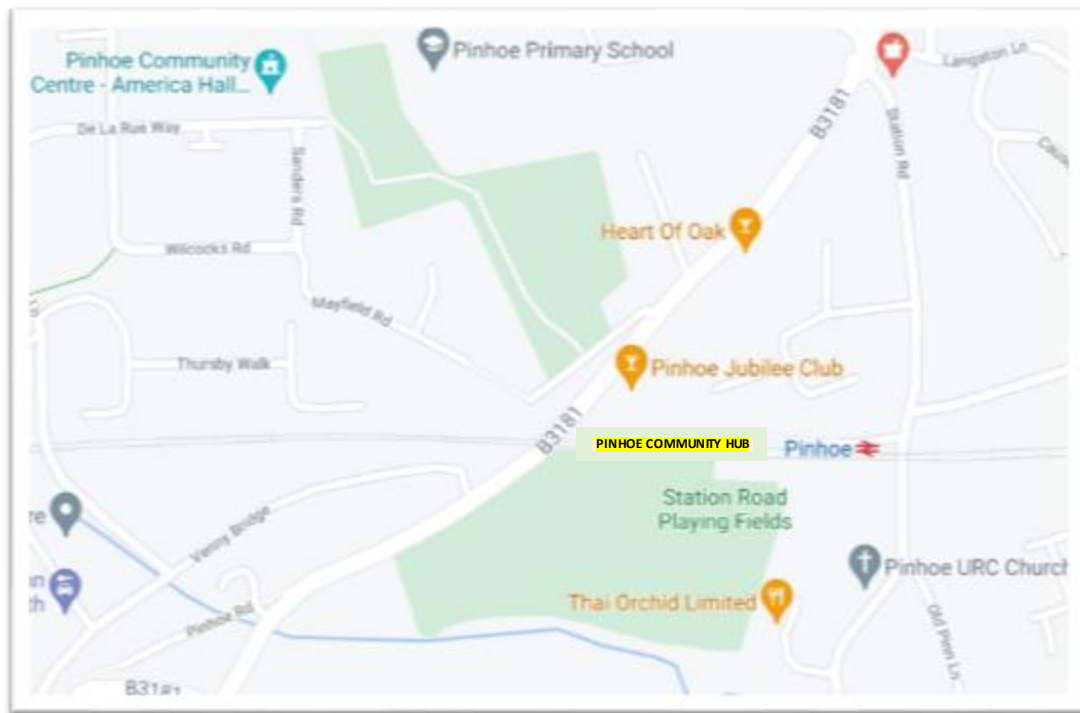


Image 1: Proposed location of Pinhoe Community Hub in Station Road Playing Fields, close to main road, bus and pedestrian routes and adjacent to Pinhoe Railway Station.

2. Background/Context

2.1 The origins of the Community Hub project can be traced back to 2005, initially as a successful community-led campaign to save Pinhoe Library from closure. Following the campaign, a Friends of Pinhoe Library Group was formed to raise funds for the library through community activities such as coffee mornings, cream teas and book launches. The funds raised were used to improve facilities inside and outside the library. However, the portacabin which houses the library was constructed as a temporary measure to meet local demand more than fifty (50) years ago. The small, dated space now limits opportunities to attract new members and serve Pinhoe's expanding community. At the same time the portacabin suffers from damp and wood rot, amplifying concerns about its impact on the health of users, particularly children, young people and the elderly. This led to a wider discussion among community leaders about Pinhoe's longer-term need for complementary, sustainable community facilities, particularly in light of major new housing developments planned for the village. Discussions gathered pace in 2015 with more structured consultation activity, evidencing that the general consensus within Pinhoe is that the library requires a new, larger, centrally located venue enhanced by a flexible community space that:

- All sectors of the community can access, use and enjoy
- Brings together the established and new communities within Pinhoe .
- Complements existing provision in the village .
- Adds value to recreational facilities in the Station Road Playing Fields



Image 2: Pinhoe Library in 2019.

3. The Pinhoe Community Hub

3.1 There is an acknowledged lack of community space for new activities in Pinhoe, along with substantial concerns about how additional residents in designated, large new housing developments will integrate with the existing community, both in terms of impact on local services and on community dynamics. The Community Hub project will provide a new multi-purpose community building in Station Road Playing Fields, on the edge of established development and new development. The fully disability accessible Community Hub will provide a library, community café, multi-use activity rooms, hotdesking space for business users, fitness suite and changing facilities linking the Hub to the large playing field adjacent to the building. The playing field includes a multi-use games area (MUGA), full-sized football pitch, a children's play area. Subject to a funding agreement relating to a development under construction, a BMX track and a half-pipe skateboard installation will also be provided in Station Road Playing Fields.

3.2 The location of the Community Hub is on the edge of several sizeable new housing developments, which will deliver at least 2,500 new homes and increase Pinhoe's population by 50%, **from 6,000 residents in 2011 to 9,000 residents by 2022**. The position of the Community Hub bridges both the established community and the new housing developments, which are summarise below.

3.3 Housing developments are at various stages of being built in the vicinity of Pinhoe. The majority are being built in line with the Hill Barton and Monkerton Master Plan*. (<https://exeter.gov.uk/planning-services/major-schemes/monkerton-hill-barton-masterplan/>)

These plans aim to deliver a balanced development, creating 2,500 new homes. In addition to this development, outside the local plan, there are developments in East Devon, on the edge of Pinhoe and drawing on its local infrastructure.

Some examples include:

- Harrington Park (north of Harrington Road) 380 homes (construction underway)
- Harringtons Estate (south of Harrington Road) 240 homes
- Expressions (next to Pinhoe Hoard) 60 homes
- Rougemont (south of Hill Barton Road) 133 homes
- Mayfield Gardens (east of Cumberland Way) 250 homes
- Pen Hill Gardens (south of Tithebarn Way new Gypsy Hill Hotel) 62 homes
- Harts Meadow / Pinn Brook (Monkerton) 178 homes

- Nursery Gardens (Monkerton) 20 homes
- Hill Barton Vale (south of Hill Barton Road) 450 homes
- Home Farm (Church Hill) 210 homes, an addition to the Monkerton and Hill Barton masterplan
- Eco Homes (north of Harrington Lane off Pulling Road) 40 homes, additional to the masterplan

Developments against the city boundary in East Devon are making demands on local facilities, which are becoming more stretched. Plans to develop in the region of 4,000 homes across West Clyst, and Titebarn (the latter in Cranbrook) are underway.

3.4 It is envisaged that the Hub will continue to collaborate closely with the nearby Pinhoe and Medical Practice in initiatives to address social isolation and improve levels of physical activity. The Hub project has generated widespread support and interest locally, drawing on the popularity of the Pinhoe Library service. The community has sustained a number of fundraising events in support of the project over the last six years, including a summer fete, pop-up yoga, a bake-off event, a village Christmas tree and carol singing, as well as a monthly community café, confirming the long-term commitment and enthusiasm of local residents for the project.

3.5 Significantly, the Community Hub meets many of the ambitions of the Ministry of Housing, Communities and Local Government's (MHCLG) Integrated Communities Action Plan, published in February 2019

(https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/778045/Integrated_Communities_Strategy_Govt_Action_Plan.pdf), including:

- Building integrated communities and challenging segregation by bringing people together should form a key part of all policy and public service delivery.
- Ensuring that educational settings should prepare all children, young people and adults to participate fully in life in modern Britain.
- Creating socially and economically stronger, more confident and integrated communities, where people have a real say over the decisions that matter most to them in their local area, including how neighbourhood services are provided and facilities are used.
- Enabling everyone, no matter what their background, to reach their full potential, and
- Respecting and promoting equal rights, particularly for those in isolated and segregated communities.

3.6 Key benefits of the new Community Hub will be the provision of:

Overall the project is a flexible space for the community to come together to access services, socialise and actively engage within their local community. The Hub will be a key contributor to restoring cohesion, vibrancy and confidence following the COVID-19 pandemic, as well as integrating people who are new to the area, particularly in the new housing developments.

In addition to a local caring group, which is interested in using the multi-purpose space during the day as a day centre, enabling older people to socialise, receive care support and a good meal, a range of community groups have continued to express a strong interest in using the Hub. These groups represent young people, the elderly, organisations promoting sports and physical activity, health and wellbeing, as well as not-for-profit agencies, businesses and individuals wanting to make use of ICT

resources. The local Community Builder is keen to use the facilities and is aware of a real need for the Hub.

Fourteen (14) organisations and groups have expressed an interest in using the facilities including:

- Bounce and Rhyme- a group providing activities and support young children and their parents
- Rainbows, Brownies and Guides,- enabling young people to learn skills, take on challenges and make friends
- Sports groups, including the football groups- adult, children and disability teams, encouraging people to be active, keep fit and enjoy being outdoors.
- CEDA – a local charity for children and adults with complex disabilities, who will use the field and accessible changing facilities, providing outdoor activities and fitness opportunities for disabled people.
- Pinhoe Pantomime- providing more space for rehearsals, bringing all ages together to enjoy rehearsing and performing and creating a show which the whole community can attend and enjoy
- Digital Eagles, a service through Barclays Bank, providing support to help people get online, supporting the local community to learn new skills, access digital and online services and to explore their interests.
- Pinhoe Surgery, the local GP surgery will use the hub to deliver health courses for the community, benefitting the whole community, improving knowledge about health and wellbeing issues.

A new, purpose-built library (94 m²)- securing the future of Pinhoe Library.

Libraries Unlimited are keen to deliver its services to the expanding Pinhoe community . There are plans for a purpose-built room with access to an additional space for its own promotional and community activities

- Ability to support more than 700 regular library users.
- Hosting for over 15,000 visitors a year.
- Free access to educational resources and ICT, benefitting the whole community, including those on low incomes, residents with no or few qualifications and older people with limited ICT skills.

A Community Café (83 m²) – this will initially be volunteer-led but may ultimately move to a franchise model to ensure revenue is generated to support the Hub’s operational and running costs. The kitchen will have professional standard equipment to support the requirements of users and to enable greater flexibility for catering for events in and outside the building. A café was the leading facility requested through the community consultation, as it will bring people into the Hub, create a dynamic, accessible social networking space and establish a lively, welcoming facility close to the centre of the village. The 24-cover café will provide a gateway to community engagement, helping to reduce social isolation and improve people’s health and wellbeing. The café will be situated on the ground floor of the Hub looking out over the playing fields with a potential to open out onto an external seating area to create an alfresco area.

A multi-use meeting space (83 m²) which will accommodate approximately 14 regular users each year, together with one-off events, celebratory and party bookings to enable the younger generation, older people and the wider community to enjoy activities, learn together and build relationships within the community.

Two self-sufficient business hub and workspaces (27 m² and 22 m² with adjacent room (85 m²)) providing hot desking facilities and meeting space for businesses and individuals, including:

- Office space,
- Hot desk space,
- Meeting and training room space, available to businesses, community groups and individuals.
- Photocopying and printing.
- Lamination / comb binding.
- Postal address service.
- Display and exhibition space.
- Wi-Fi access.

The provision of hot desking and meeting room space, which will be supported by tea and coffee making facilities, is timely given the increased number of people working from home as a consequence of COVID-19, with the 8 hot desks providing an expanded home worker environment and networking opportunities. The Work Hub and meeting rooms will be accessible to people with a disability or mobility impairment via a lift, while the first-floor suite will also include a wheelchair accessible toilet.

In terms of stimulating small business development locally, the first two years of a small business are vulnerable key growth stages for new enterprises. Start-ups and small businesses which cannot be accommodated by a home office historically hit an investment barrier involving computer workstations, the installation of telephone lines and network infrastructure and commitment to leasing office space to contain it. More recently cloud technology, Wifi, Smartphones and other mobile technologies have meant that the infrastructure of an office is more flexible and portable than at any time previously. Small office space and hot desk facilities in a local community setting can provide a professional environment in which to carry out business at a lower cost and without traditional long term financial commitments. Social media and increasing online activity have meant that, even when close to home, people seek access to the internet at higher speeds. The Community Hub will provide Wifi throughout the building, possibly extending to the playing fields (for example, when the café utilises the outside space) with easy access to allow both social and business access to the internet. The ICT facilities within the library will be available to members of the public with some available technical support.

The meeting room is a flexible space which can also be used to accommodate community groups and activities, suitable for example for arts classes, presentations and workshops.

Sports and activities – the changing rooms are part of the new building and will service a range of sports groups, supporters and visitors using the Hub, including adult and youth football teams. The changing facilities can also be adapted for special events, either inside or outside the building, such as community plays, festivals, competitions and fun days.

A number of major investments have been made over the last two years to ensure the Station Road Playing Fields provides a range of well-equipped, accessible outdoor facilities to encourage more residents to participate in exercise and physical activities, which will improve their physical and mental wellbeing. These include:

- A new, inclusive children's play area.
- A small Multi Use Games Area (MUGA).
- A Youth Shelter.
- A resurfaced full-size football pitch to protect it from flooding. The football pitch is used by Pinhoe Association Football Club, which has two competitive league teams, and Pinhoe Spartans, a youth football club with four youth teams providing opportunities for boys and girls.

Subject to a funding agreement relating to a development under construction, a BMX track and a half-pipe skateboard installation will also be provided in Station Road Playing Fields.

3.7 Part of the vision for the Hub is work with the nearby Pinhoe and Broadclyst Medical Practice to encourage groups to work together to address social isolation, low physical activity and to stimulate social prescribing projects that work with people across generations, building a stronger, active and engaged community.

3.8 Parking for the Community Hub is available via a 17-space car park adjoining Pinhoe Railway Station, which is within a 2-3-minute walk to the Hub and is rarely oversubscribed. The Pinhoe Medical Centre, also close to the Hub, has ample car parking and the potential to be used as an overflow car park at certain times. There is also adequate parking on Steer Park within easy walking distance to the Hub. This represents a significant improvement on the lack of car parking space at the library's present location.

3.9 As an adjunct to the consultation events, the project team has considered the impact on the local community of the Community Hub not being built. These include:

- Increased pressure on existing community venues which either have no capacity for new activities (for example, the America Hall) or are not designed as flexible spaces for multi-purpose community use (for instance, church halls and the Jubilee Social Club).
- There will be fewer opportunities for the large number of new residents, once housing developments have been fully built, and established Pinhoe residents to connect and maintain community cohesion.
- Residents will travel outside of Pinhoe in search of places that have capacity to provide recreational and social activities, creating more pressure on road infrastructure, resulting in an adverse impact on the environment and, crucially, strengthening the likelihood that Pinhoe will become a divided community consisting of established residents and commuters, raising the prospect of it becoming a dormitory village.
- Pinhoe residents travelling outside of the village for social and recreational activities will impact on venues and facilities in other areas, resulting in the displacement of local residents and groups.

3.10 The Community Hub Project Team has reviewed research into understanding the impact of new residential developments on an established community. "Understanding the Local Impact of New Residential Development: A Pilot Study" by Christine Whitehead, Emma Sagor, Ann Edge and Bruce Walker (2015) examined the impact of new residents on local services and infrastructure, concluding that:

"Opposition to new housing development is often seen as driven by this feeling that local communities gain little benefit from new homes and that instead new residential development creates negative impacts, including pressure on existing infrastructure and services, reduced environmental amenity, and slower residential price rises" (or perhaps price reductions) (Matthews, Bramley and Hastings, 2014: 58).

Potential costs of new residential development on established households included:

- Loss of amenities which not only reduces individual welfare but may also reduce property values.
- Pressure on local services.
- Pressure on infrastructure, causing congestion, pollution, and road safety issues.

- Adverse consequences of ill-designed developments that fail to foster community – these include social as well as economic and environmental costs, all of which can reduce property values, and most directly.
- Additional housing supply may generate lower house prices reducing wellbeing among those already living in the neighbourhood.

Potential benefits included:

- The provision of more and better housing to accommodate additional households.
- The possibility of increased property values if new development is well designed and complements existing housing.
- The possibility that development brings in new infrastructure.
- Longer term improvements in affordability across the housing market.
- Additional spending and investment in local shops and services
- Additional investment in the local area arising from Section 106 or CIL payments from the developer.

4. Pinhoe Community Hub as part of an Integrated Transport Hub

4.1 Pinhoe Railway Station has more than 100,000 journeys starting or finishing at the station each year. This figure is expected to increase once new housing developments have been completed in 2022/23, with the subsequent growth of commuters using the M5 corridor and Pinhoe's close proximity to the Science Park, Exeter Business Park, Sowton Business Park and Exeter Airport. As Pinhoe Railway Station has no café and toilet facilities, nor does it have plans to add these or comparable services in the immediate future, these amenities will be provided within the Community Hub, which is a 2-3-minute walk from the station platform. The café in particular can provide a warm, safe, welcoming, accessible space for passengers while waiting for their train, with the added advantage of helping integrate new residents within the community.

4.2 The Community Hub is on a main bus route and within easy walking distance of all the main amenities in Pinhoe Village. A 17-space car park is close to the Hub and there is an eco-bike facility at the railway station, offering electric bike recharging points and bike lockers.

4.3 Devon County Council is in the process of increasing parking, bike storage and car sharing facilities close to the station. All of these projects complement each other and give a role for the Community Hub in terms of creating a space where people can comfortably rest and relax between transport links, while bringing additional users and income into the Hub.



Image 3: Pinhoe Railway Station

5. Pinhoe Village

5.1 The village of Pinhoe is to be found at the north-eastern corner of Exeter, having been incorporated into the city in 1966. The Pinhoe ward also includes Monkerton, a small hamlet to the South West of Pinhoe. Monkerton is also set to expand, as a result of new housing developments, which will contribute to an increase in demand on local services. The Monkerton and Hill Barton Masterplan Study, commissioned by Exeter City Council in 2010, contributes to the process of place-making which, alongside Pinhoe, is intended to build a new sustainable community on the eastern edge of Exeter. The Monkerton and Barton Hill Masterplan Study can be found on the Exeter City Council website at the following link: <https://exeter.gov.uk/planning-services/major-schemes/monkerton-hill-barton-masterplan/>. In the 2011 census, the ward recorded a population of just over 6,000. This is expected to rise to around 9,000 by 2022 following the addition of 2,000 additional homes as detailed in the area Masterplan for 2010-22, produced by Exeter City Council in 2012. Indeed, the UK Office for National Statistics indicate that Pinhoe's population had already risen to 8,057 by 30 June 2020 (https://citypopulation.de/en/uk/southwestengland/wards/exeter/E05011018_pinhoe/), suggesting that the population figure of 9,000 by 2022 may be an underestimate.

5.2 Pinhoe and its surrounding settlements continue to have a clear community identity within the wider context of Exeter City. It sustains a wide range of local retailers, businesses and organisations, and includes a post office, a primary school, library, GP surgery, chemist, veterinary centre, a small industrial estate (Pinbrook), railway station, recycling centre, two public houses (the Heart of Oak and the Pinhoe Hoard), a restaurant (The Proper Job), a community hall (the America Hall), two churches with church halls, two children's play areas and two parks. Exeter Science Park, the Exeter, Sowton and Marsh Barton Business Parks, Exeter Airport and Exeter University are all within easy commutable distance of Pinhoe.



Image 4: the close proximity of the Station Road Playing Fields, where the Pinhoe Community Hub will be located, and local amenities, including Pinhoe Railway Station and the Pinbrook Industrial Estate in Chancel Lane.

5.3 Consultation activities for the Hub have revealed a growing unease among residents that there is a lack of provision for children, young people and elderly residents. There is also a sense that there is potential for developing better links, including interfaith collaboration, between the local churches. The large-scale development of housing continues at pace. Residents' concerns include the capacity of

infrastructure - roads, schools and doctors' surgery - to cope with the growth. There will be an ongoing need to develop community spirit in the new residential developments on the outskirts of the ward. However, there is optimism that the new communities will integrate with the established village, given opportunities to connect through facilities such as the Community Hub.

5.4 Although Pinhoe does not have a traditional community centre, it has a number of other assets such as church halls which are well-used by outside groups and are central to community life. Our consultation and research indicate that the Community Hub is unlikely to have any significant displacement impact on any of the venues listed below and, indeed, has been designed so that it complements existing provision. All alternative facilities available for community use are supportive of the Community Hub project, including:

- **America Hall** – a large building, with two spaces available to be rented out commercially (although it is heavily oversubscribed). Various community and commercial activities are hosted by the hall, including a Parent and Toddler's group, weightwatchers, various dance classes and arts and crafts groups. Some of these draw people from across the city, and therefore many people do not consider this building to be a neighbourhood community centre in the normal sense. Two representatives of the America Hall are trustees of the Community Hub, ensuring the two venues provide complementary spaces and services.
- **United Reformed Church Hall** – a traditional church hall busy with bookings for yoga, tai chi, a pop-up café, toddler group etc.
- **Hall Church** - a traditional church hall. Hall Church has a Knit and Natter and a weekly drop-in coffee morning (run by Clyst Carers, a local charity based out of the medical practice). The Trefoil Guild also meet there, as do the Pinhoe Angels, a 'ladies' social group. The newly formed garden club, set up a year ago by a resident with builder support, is now a fully constituted stand-alone group, with a committee and bank account. This building is likely to close soon however due to major infrastructure problems. The hub could provide accommodation for such groups.
- **Jubilee Social Club** – a conventional social club, offering a licenced bar, skittles, darts, snooker, pool, bingo, and screening major sports events. The club hosts a range of events and has worked with the Community Hub trustees to host a number of fundraising events for the Hub.
- **Pinhoe Library** – has a Friends group of volunteers, with around 30 residents who host a regular fundraising coffee morning. 'Bounce and Rhyme' sessions for pre-school children are attended by around 30 parents and carers. The library itself makes use of local volunteers and is a valued local resource, despite the portacabin being tired and worn. The library provides a variety of cultural events, including book launches by local authors, musical events & guest speakers. The space can also be used for meetings. The library's activity and cultural programme will move to the Hub once the build has been completed.
- **1st Pinhoe Scout Group, Scout Hut** on Langaton Lane provides an activity space for uniformed youth groups for children and young people aged 6-18, including Beavers, Cubs, Scouts, as well as Rainbows and Brownies, the youngest sections of the Girl Guides. The hut is also available for private hire.
- **Pinhoe Church of England Primary School**. Alongside its own PTA-run events, the school provides a base for a number of other groups. Access is, however, restricted, as the school is not dual-use and understandably prioritises school activities over community use.
- **Exeter Arena** is the nearest leisure centre and the South West Regional Athletics Stadium. The arena, which is on the western fringe of the Pinhoe ward, is primarily a sports venue with a floodlit

central arena, allowing for evening training sessions and competitions for both athletics and competitive sports matches.

6. Community Consultation/Evidence of Need

6.1. Consultation has been central to the community's ambition to build a Community Hub in the heart of Pinhoe, which will act as an integrating and unifying venue. It is seen as crucial as the area emerges from the restrictions of the coronavirus pandemic and welcomes significant numbers of new residents as housing developments are built. Extensive public consultation in 2015 and 2017 favoured a new building with expanded facilities, identified facilities the community wanted and overwhelmingly supported the proposed new location in the Station Road Playing Fields. The Hub will be situated on the edge of new developments, ideally located to bridge established and newcomers to the area who are likely to populate the new estates. The Hub also addresses some of the challenges in the local area identified during consultation. These include a growing elderly population, a high proportion of carers and people with disabilities, low skill levels, lower than average car ownership and, in specific areas, high proportions of social housing.

6.2 In 2015, 2,500 questionnaires were delivered to the Pinhoe electoral division and 234 (9%) responses were received. Its findings were made from a wide geographical area and incorporated a balanced gender and age spread within Pinhoe and its surrounding areas. Feedback indicated that respondents wanted to see an expansion of community facilities. The most frequent requests were for extended and flexible opening hours, a café and a new, purpose-built community building to complement existing provision.

6.3 A further survey in 2017 had 395 respondents, with 81% preferring the proposed new site. The most popular request was for a café, with services for older people, youth facilities, a meeting space and computer access also proving popular. 192 narrative answers were analysed at a community event, which led to a publicly accessible toilet being incorporated into the plans. The response demonstrated a sustained high level of support for a Community Hub from within the Pinhoe community.

6.4 More informal consultation has been built around community events and activities. 12 regular volunteers plan events with ad hoc support from 20 additional volunteers, while a further 72 people have expressed interest in volunteering on an occasional basis. Local businesses have demonstrated their support for the Hub project by providing sponsorship and raffle prizes, including Spar, Sainsbury's, Pinhoe Garage and Dormans Estate Agent. 14 local organisations have made a formal approach to use the Hub on a regular basis. These include groups supporting parents, young people, the elderly and people with a disability and other forms of mobility restriction, such as arthritis and obesity.

6.5 In 2019 we carried out a survey with our Facebook group about the benefits of having toilet and café facilities close to Pinhoe Railway Station. 76% of respondents said they would like a café and 69% agreed that having an accessible toilet close to the station would be beneficial. Quotes from survey respondents include:

"It would make the area a nice little hub and place for families to enjoy."

"I think the café is a great idea, especially for commuters,"

6.6 Impact of the COVID-19 coronavirus pandemic: although anecdotal evidence tells us that

communities have been coming together in the last 18 months, with neighbours helping each other out, or shopping for those who are shielding, some studies suggest that people's perceptions of neighbourliness have declined COVID. For example, research by the University of Essex carried out in 2020 used data from one of the world's largest panel surveys to compare people's lives before and during the early months of the pandemic. The study found that the proportion of people who felt they could trust others in their neighbourhood fell from nearly 70% in 2014/15 to 56% in June 2020 – although by November 2020 this had increased to 61%. The lockdown also seems to have made people feel more isolated, with a decline in whether people feel they are similar to others in their neighbourhood. In June 2020, only 45% of people felt similar to others living around them, 16% down on 2014/15. However, this also increased (to 50%) by November. This and similar studies of the impact of COVID-19 on communities suggests that problems such as extremism, prejudice, and inequality are made worse when people live in divided communities, and don't interact with people from different backgrounds. The Pinhoe Community Hub offers the ability to provide a 'healing' role for the local community, enabling people from different backgrounds to meet, communicate, understand and empathise with their respective experiences of and during COVID, thereby contributing to restoring community cohesion.

7. Location, Build, Design

7.1 Over the last 2-3 years the Pinhoe Community Hub Project Team (see section 9) has finalised the design of the new building with our architect, submitted and secured full planning permission approval for the building to be constructed on the edge of the Station Road Playing Field. Once project funds are secured, the tendering, build and fit out is expected to take 16 months.

7.2 The Community Hub, which will incorporate a number of eco-friendly design features, is a two-storey building, consisting of:

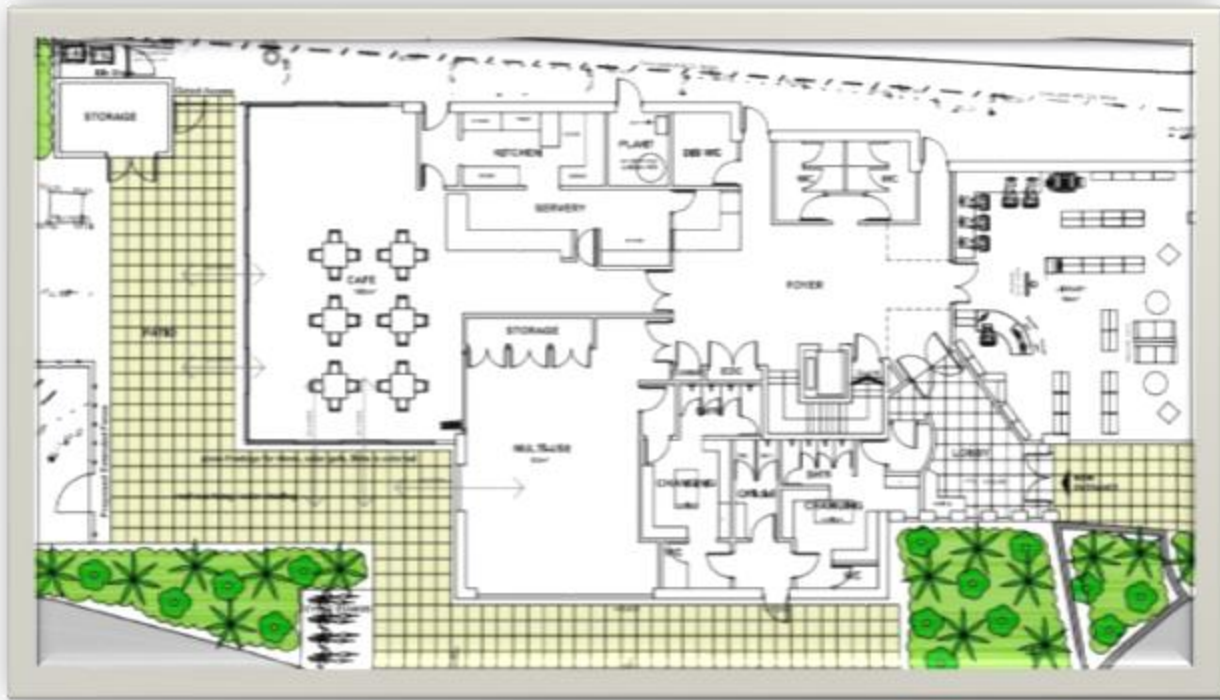


Image 5: a plan of the ground floor of the Pinhoe Community Hub

Ground Floor

- Community Café providing 24 covers (103 m²).
- Multi-purpose Community Meeting Room (83 m²).
- Pinhoe Library (94 m²).
- Changing rooms.
- Toilets, including disabled toilets and baby changing facilities.
- Entrance lobby/foyer.
- A kitchen.
- A wheelchair/mobility scooter accessible lift, connecting the ground floor and first floor for users with mobility restrictions.

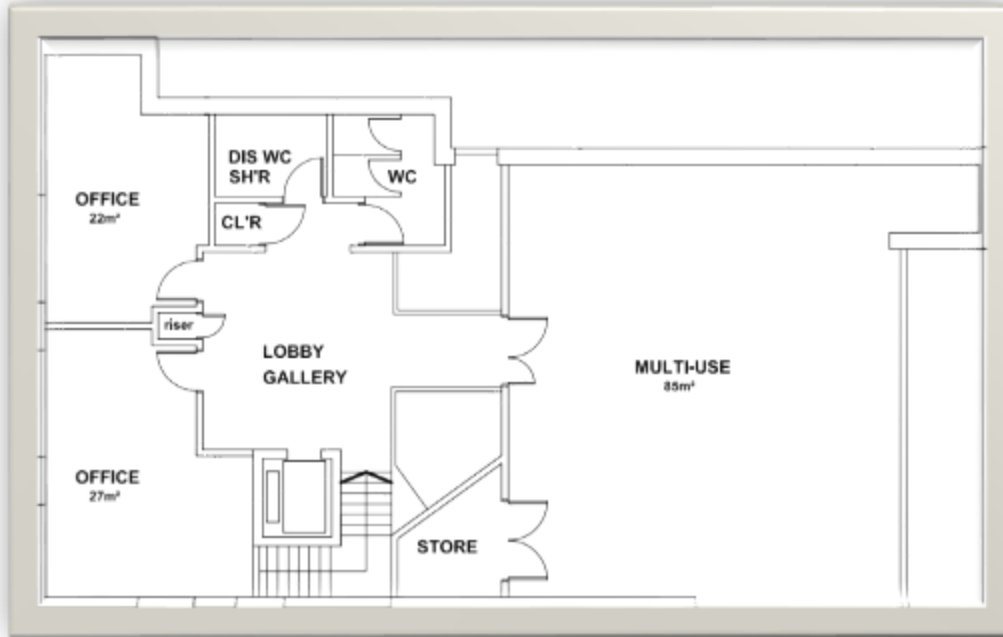


Image 6: the first floor of the Pinhoe Community Hub

First Floor (Accessible by lift or stairs)

- Two offices for business use, providing 8 hot desking areas (22 m² and 27 m²).
- A fitness suite /meeting room (85 m²).
- A lobby/gallery area.
- Disabled toilet
- A wheelchair/mobility scooter accessible lift, connecting the first floor and ground floor for users with mobility restrictions.

7.3 The design of the building is intended to complement existing community facilities in Pinhoe and the surrounding area. For example, the design does not duplicate the large hall and stage of the America Hall but offers two more compact activity areas suitable for a smaller number of users.

7.4 The location of the Community Hub is on the edge of the new housing developments and bridges both the established community and the areas marked for new residents to the village. The housing developments are likely to have a transformational impact on Pinhoe, its services and infrastructure, and are expected to increase the village's by approximately 50%: from 6,000 in the 2011 census to 9,000 by 2022.



Image 7: the location of the proposed Pinhoe Community Hub on the Station Road Playing Fields

8. Community Hub Management

8.1 The Pinhoe Community Hub is a Charitable Incorporated Organisation (CIO), registered with the Charity Commission on 19 March 2019 (charity number 1182544) and Companies House, also in 2019 (company number CE016875). The objects of the charity are:

“To further benefit the residents of Pinhoe and neighbouring areas by bringing together residents, the local authorities, voluntary and other organisations to advance education, provide recreation and leisure facilities with the objective of improving the condition of life for the residents.”

8.2 The new structure provides an asset lock, a distinct organisational legal identity and limited liability. Although the CIO has a healthy reserves budget, sufficient to see the Community Hub through the crucial first 24 months of operation, the charity will retain reserves sufficient to meet its legal obligations should it need to be wound up. This includes resources necessary to meet any commitments of the charity including the return of any unspent restricted funds which cannot be spent in line with funding agreements.

8.3 Ongoing Management and Staffing

The Trustees will be responsible for the overall management of the Hub, employing a part-time Hub Manager, who will take responsibility for the day-to-day operation of the Hub, and a part-time Caretaker/Cleaner. The Project Team is exploring options for recruiting a Hub Manager directly or through a third party which could significantly decrease the revenue expenditure for the Hub. The staffing of the Community Café will initially be run by volunteers but may move to a paid post of part-time Café Manager depending on the success of the volunteer-led model. It is envisaged that both the Hub Manager and Caretaker/Cleaning posts will be supported by volunteers. Libraries Unlimited, a community owned charity formed in 2016, will fund and manage all staffing and costs associated with the Pinhoe Library service, including a contribution to the overall running costs of the Hub.

The Community Hub trustees will review the management of the Hub once the building has been completed and will seek to complement the skills and experience of current trustees with the talents and competencies of new members including, potentially, representatives of regular user groups.

Core Staffing:

- Hub Manager (provisionally 20 – 30 hours per week). The Community Hub Project Team is exploring alternative Hub Manager employment options with Exeter City Council.
- Caretaker/Cleaner (hours tbc).

Separately, Libraries Unlimited will employ a Librarian for 15 hours per week. This post is expected to be augmented by a volunteer team.

9. The Project Team

9.1 We have assembled a project team offering a blend of capital project management skills and experience, including competencies in technical, financial, administrative, fundraising, communication and community consultation. The Project Team for the development phase of the Community Hub is:

Rachael Magee: Pinhoe Community Hub Trustee

Rachael is Head of Client Services for the Halpin Partnership. Halpin is a management consultancy that works within the higher education sector, delivering smart projects, reviews and assessments across higher education and further education fundraising, governance, marketing and strategy that achieve best practice and lead to operational change, strengthening efficiency and resilience.

Rachael was previously Director of Development and Alumni Relations for Exeter School and has been working in the fundraising and volunteer sector for over 12 years.

Rachael's specialisms include major gift fundraising, establishing new fundraising initiatives and managing volunteers. She has worked with a variety of charitable organisations across the UK providing training, interim staff support and carrying out assessments and feasibility studies to help organisations perform at their best and raise the most money.

At Exeter School, Rachael has established the "Schools First" formal fundraising office and established a new fundraising programme primarily to support bursary places for the school. She is experienced in setting fundraising practice up from scratch, ensuring it is carried out ethically and appropriately and with the right processes to make sure activity is transparent to donors and the community about how funds raised are used.

Angela Roberts: Pinhoe Community Hub Trustee

Born in Exeter, Angela has lived in Pinhoe since the 1970s. For most of her career she has worked in secretarial roles dealing with accounts, wages and PAYE. She has also worked as a Teaching Assistant at the local community college and has completed a degree in special needs teaching.

Angela is a dedicated member of the Pinhoe local community and has given much of her time to various community initiatives. She has been Secretary/Administrator for the local community hall America Hall for 40 years and set up the original local Pinhoe Pantomime something she is still involved with today.

She is a member of the Pinhoe St Michael and All Angels Church and had been on the Parochial Church Council for many years, as well as being Secretary for several years.

Angela lives has three children and many grandchildren. She lives in Pinhoe with her husband.

Duncan Wood: Pinhoe Community Hub Trustee

Duncan has worked within the Voluntary and Community Sector (VCS) since 1990, in both paid and voluntary capacities. He has worked directly in health; information; youth; and education-based charities. He has also worked with an extremely wide variety of charitable and philanthropic organisations in both an advisory and a supportive capacity as a grant assessor.

As an NCVO Trusted Charity Quality Mark assessor and the Investor in Volunteers Quality Mark assessor, Duncan has experience of a wide range of high-quality operating practices.

A former Chief Executive of a Council for Voluntary Services, Duncan has been Chair, Secretary, Treasurer, and Trustee on a range of local, regional and national charities. He is currently a director on two Community Interest Companies and a Trustee on three charities, one of which manages a community centre.

Duncan has been an Exeter City Councillor for the Pinhoe Ward since his first election in May 2016.

Lynne Rose: Pinhoe Community Hub Trustee

Upon moving to Dawlish in 1971 Lynne continued her career as a library assistant at Teignmouth Library and then Dawlish. In 1987, she was promoted to Librarian in charge of Topsham and Pinhoe libraries until her semi-retirement in 2007, having completed over 30 years' service with Devon Library Services. Lynne however continued to work on a part-time basis at Pinhoe library until it was impacted by the coronavirus pandemic, prompting her to retire fully in 2021, having completed over 40 years in total.

Lynne and her family have spent 36 years in their Dawlish house but decided to make Pinhoe their retirement home in 2008. Lynne has since enjoyed the arrival of her only grandchild and has spent many happy hours with her and the dogs along with fundraising and volunteering for The Hub and The Friends of Pinhoe Library, of which she has been Treasurer for many years.

Tracy Adams: Pinhoe Community Hub Trustee

Tracy has been a teacher, consultant, author and manager over her 34 years in Primary and Secondary Education. She has managed large budgets and teams during this time and helped to manage change in various educational settings.

She has lived in Pinhoe since 1994 and has been embedded in the community over her 27 years in the village. Her children went to the Pinhoe Primary School and she has been a significant member of the local Pantomime Society for 12 years as a director, actor and costume mistress.

On leaving the teaching profession in July 2020, Tracy stood for election as a Devon County Councillor in May 2021 and was elected for the division of Pinhoe and Mincinglake.

Val Dixon: Trustee Pinhoe Community Hub

Although born in Weymouth, Val has spent most of her life in Exeter. After 14 years of travel with her late husband, she settled back in Exeter in 1978. In 1996 she stood and won as a Labour Candidate for Pinhoe Ward. She spent the next 12 years as one of the Ward Councillors, during that time she was Deputy Mayor and after receiving Lord Mayor Status from the Queen, she became the Lord Mayor in 2002. She became an Alderman of the City in October 2008.

In 2004, Val took on the role of an Executive Member of the Council for Business Transformation and

Human Resources. She has also held trustee roles for the local Exeter based charity Force Cancer Support and for the Mardon Neuro-Rehabilitation Centre and the Royal Devon and Exeter Hospital.

She has remained active in Pinhoe since standing down as a local councillor. Val is one of the founders for the Pinhoe Community Hub initiative. After helping to save the local library twice over she helped put together the original community consultation for the Pinhoe Community Hub.

Wendy Bodell: Trustee Pinhoe Community Hub

Mother of three school-age children, Wendy has lived in the south west for over ten years, first in mid Devon and, since 2016, in Pinhoe. Throughout that time she has involved herself in community activities including the school PTA, editing a successful village magazine, helping organise an annual arts festival, setting up and running a community magazine in Pinhoe, two years ago she became a Trustee for Whipton Community Association. Wendy has organised many successful fundraising events over the last 10 years, the latest being the Pinhoe Community Funday alongside other members of the Hub fundraising team and is now Chair of Friends of Pinhoe Library.

10. Finances

A. Building Development Costs

10.1 The build cost is estimated at just under £2m. An initial investment of £100,000 from Exeter City Council has enabled business and building plans for the Hub to be developed. The community aims to raise £765,000 from a range of funders including public, private and grant making bodies and trusts and through local fundraising. Added to this are contributions from property developers through Section 106 funding. There are range of section 106 agreements which could be used for this purpose this may be as high as £300K with potential for additional funding from Exeter City Council. To this end, a comprehensive and detailed Funding Strategy has been developed.

10.2.A Fundraising Group has been established to raise some local funding, although its primary role is to keep the local community engaged in and informed about the project. It is envisaged that local fundraising events organised by the Fundraising Group will continue following construction and will support revenue costs and local social events operating out of the Hub. We aim to appoint a professional bid writer to approach larger trusts and grant-making bodies to secure the balance of funding required to construct the Hub.

Table: Projected Building Expenditure and Income Sources

Expenditure	Amount	Income Source	Target
Architect Fees up to planning	£26,400	Exeter City Council (ECC) Grant from CIL contributions	£898,000
Technical Design	£33,600	ECC New Homes Grant *	£100,000
Completion and Handover	£12,400	ECC S106 funding – Community facility	£199,738
Planning Application Fee	£5,107	ECC S106 funding – Changing rooms	£25,000
Fixtures & Fittings	£100,000	Fundraising – grants	£745,000
Construction costs	£1,210,000	Crowdfunding	£14,000
Contingency (2019 costs)	£600,000	Community fundraising	5,800
TOTAL	£1,987,507	TOTAL	£1,987,538

* Already committed by ECC

B. Operational Costs

10.3 Although the Pinhoe Community Hub charity has sufficient reserves to see the new building through the crucial first two years of operation, it is essential that the Community Hub is financially self-sufficient, particularly as grant funding has become increasingly competitive in a post COVID-19 environment. Consequently, the Hub's staffing and other overheads will be configured flexibly and to some degree will be limited by the income it can secure and sustain. Pinhoe is increasing in size which should help to sustain and strengthen the financial viability of the Hub.

10.4 The Trustees have used the models of Cullompton's Hayridge Centre and Topsham's Estuary Hub, both successful Devon Community Centres with a library and café, in developing the business plan to ensure it is sustainable and demonstrates best practice.

10.5 The Hayridge Centre was reviewed as a similar model to the Pinhoe Community Hub. Key observations from the case study are that it:

- Services a targeted Community (Cullompton) which can and does readily access Exeter central services and facilities whilst still sustaining a "high street" centre for local services and businesses.
- Provides a number of income generation services which are already incorporated into the sustainability plans for the Pinhoe Community Hub.
- Incorporates services provided by Libraries Unlimited, having been passed over from Devon County Council as part of the process in establishing an independent library service.

10.6 The marketing and business analysis supporting the Hayridge Centre has been shared with the Pinhoe Community Hub Project Team to inform its planning. An Arts Council report of case studies of independently sustained Community Hubs and Libraries was also reviewed during the compilation of this business plan.

10.6 Income generating services provided by Pinhoe Community Hub

#	Service/Service Area	Business Model(s)	Estimated Annual Income
1	Community Cafe	Model 1: Volunteer-led (£5000) Model 2: Part-time Café Manager supported by volunteers – the Trustee's preferred model (£8,500) Model 3: Franchise to external agency (£10,000)	£8,500
2	Multi-use Activity Room (Ground Floor)	1. Annual rental from Clyst Caring for daytime use 2. Evening use as multi-purpose room (room hire)	£8,000 £10,000
3	Library	Discounted rental	£3,000
4	Changing Rooms	Let to Hub user groups and Playing Field users (i.e. football clubs) on an hourly tariff. Subject to appropriate agreement with the parks and open spaces team.	£625
5	Hot desking areas	Fully WiFi enabled hot desking facilities bookable on an hour-by-hour basis	£5,000
6	Business support services	Photocopying/printing; lamination/comb-binding; provision of a postal address service.	£500
7	Meeting Room/fitness suite (1 st Floor)	Can double as secondary multi-use activity area (room hire)	£5,000
		SUB TOTAL	£40,625
8	Fundraising	1. Fundraising local events 2. Grant applications to support ongoing running costs or management fees recharged from hosted projects	£3,500 £22,875
		TOTAL	£67,000

10.7 Estimated annual expenditure and running costs of Pinhoe Community Hub

#	Service/Service Area	Business Model(s)	Estimated Annual Expenditure
1	Centre Manager	1. Part-time 20-30 hours per week + oncosts.	£25,000
2	Caretaker/Cleaner	Part-time 20 hours per week + oncosts supported by volunteer	£10,640
3	Community Cafe	Model 1: Volunteer-led (volunteer expenses £1,000) Model 2: Part-time Café Manager supported by volunteers Model 3: Franchise to external agency (£0)	£10,000
4	Annual running costs	Repair and maintenance Insurances Water Rates Publicity and promotion Heat and lighting Website maintenance and development Phone and Internet Printing, postage, office expenses Cleaning materials and hygiene Food and drink purchase for Community Café Purchase of sundry equipment hire and materials Bank charges Accountancy Subscriptions and licences Refuse	£1,000 £1,500 £1,250 £0 £650 £2,500 £300 £5,000 £3,000 £250 £1,500 £2,000 £200 £500 £1,000 £250
		TOTAL	£66,540

Library

The library space will be leased at a discounted rate and staffed by Devon Libraries Unlimited, with Libraries Unlimited covering all running and operating costs of its designated area. Libraries Unlimited will be equipping the library space at an estimated cost of £30k. The fully accessible and disability compliant library is expected to attract a wide range of users from under 5s to the elderly and will help generate activity in other parts of the building. In 2015/16, the library had 13,185 visitors. Its services are expected to include:

- Adult and children's books for loan
- Reference and information books and leaflets
- Local Studies materials
- PCs with Internet, email, document printing (charges covering costs)
- Audio Books (Spoken word) on CD
- E books and free leading magazines
- Language courses

- Requests service – books
- Music and film loans
- Activities and events for children (charges covering costs)
- Community events, book launches meet the authors
- Community Noticeboard
- Library based (50), plus 6 Community, Book Groups (charges / per book set)
- WiFi.

Further Information and Enquiries

This Business Plan has been compiled on behalf of the Pinhoe Community Hub Charitable Incorporated Organisation (CIO) in 2022 by the GRIN Cooperative.

For further information about the progress of the project, please visit our Facebook page (<https://www.facebook.com/PinnHub>) or contact:

Or contact

The Pinhoe Hub Trustees on pinhoehub@gmail.com
