

Ref.	Title	Description	Pro's	Con's	Financial	Implementation	Critical Success Factor's (CSF's) - Rationale					Recommendation(s)
							Contribution to the County's priority outcomes and operating principles	Maintain or enhance the country park experience for users and in doing so satisfy all statutory, legal and compliance requirements	Reduce the financial pressure to the County Council and Partners	Provides added value to Staffordshire's residents, businesses and visitors	Achievability given current and forecasted levels of resource and timescales	
2.06	Education Programme / Partnerships	Working with partners to create and deliver an enhanced environmental education programme for country parks and promote learning outside the classroom. Opportunity for joint working with schools and other educational establishments (e.g. Learning and Skills, South Staffordshire College, Stafford College, Harper Adams University, Birmingham University, Keele University etc) to help promote the benefits of protecting the natural environment through pupil participation and engagement. Potential to link training opportunities through practical applications on site.	<ul style="list-style-type: none"> - Children gain confidence outdoors and learn about the natural environment - Structured educational programmes providing hands on, practical learning opportunities outside of a classroom based environment - Widen the value of country parks and open green spaces to an increased target audience - Getting young people involved and made aware of social responsibility / natural landscape - Potential to encourage follow on site visits - Chance to involve young people as future Forest school leaders - Potential increase in secondary spend through concessions on site 	<ul style="list-style-type: none"> - Cost of implementing new activities / facilities - Time and resource implications on Ranger service - Sustainability of partnerships / activities - Managing expectations - Competition within the market 	<ul style="list-style-type: none"> - Initial setup costs may be required - Schools / Educational establishments pay for site visits which, given the likely input from SCC as Ranger's time, would provide an income generation - Potential access to external funding through partners and formal bids - Costs to be quantified on a case by case basis 	<ul style="list-style-type: none"> - Development post is a facilitator who works with the Ranger service to expand service offering - Investigation of best practice examples - Assessment of the capacity of the Ranger service to contribute to this opportunity - Initial activity will be to determine feasibility and achievability of developing additional and new activities - Not envisaged to be an immediate activity within the development plan given the required setup time - Engagement work with partners and educational establishments could start in year 1 to test the market in terms of demand 	Impact on healthier / more independent lives, individuals taking responsibility	Enhance experience for the target audience through a managed and sustained educational programme	Potential to provide a steady flow of income, although the main benefits are viewed to be non-financial	Social responsibility would provide added value to the Staffordshire community with secondary positive impacts to residents, visitors and businesses through targeted education	Achievable in the medium long term given the need to determine demand and capacity	Initial activity should focus around researching best practice and building up networks with partners and education providers; envisaged that research and development would commence in year 1
2.14	Disabled Vehicles	To improve accessibility to the site for people with disabilities or mobility issues through the introduction of Disabled vehicles for hire (as available at Marquis Drive)	<ul style="list-style-type: none"> - Improve access for people with disabilities or mobility issues - Encourages intergenerational use of the park - Promotes equality across all user groups - Develops a sense of wellbeing and encourages independence in the outdoors - Encourages and promotes accessibility for new audiences - Best practice model already operating at Marquis Drive 	<ul style="list-style-type: none"> - Initial setup costs of purchasing vehicles - Ongoing maintenance costs - Additional administration required through hiring arrangements 	<ul style="list-style-type: none"> - Costs of initial purchase is not accounted for within current budgets - Cost per vehicle of £5,500 and estimated that 2 vehicles will be required based on demand - Based on Marquis Drive, maintenance costs are £300 p.a. per vehicle from year 2 onwards 	<ul style="list-style-type: none"> - Development post to explore opportunities for funding through either internal or external routes - Rangers to assess current trails and determine work required to make accessible...trail to be created? - Plan to implement within year 1 given available funding 	Promotes healthier and independent living for those with disability and mobility issues, and their families and friends.	Allows for a safe and enjoyable experience for the target audience, providing equality	Financial pressure to the County if operating on the Marquis Drive model (no rental policy). Should charged be introduced then it is envisaged that the vehicles would still require subsidising.	Provides accessibility to the target audience through creating equality, would increase value that Chasewater provides to the Staffordshire community.	Should funding be identified, then implementation would be achievable within year 1.	Identify funding opportunities, either internal or external, and validate cost projections based on Marquis Drive model in year 1.
2.16	Targeted activities for youth	Targeted activities for youth. Identifying joint opportunities with SCC Youth Service, neighbouring District Councils and partners. Opportunity will investigate potential for facilities and activities for Youth provision based at Chasewater.	<ul style="list-style-type: none"> - Reduce ASB - Widen value to an increased target audience - Getting young people involved and increasing social responsibility and understanding of the natural landscape - Benefits to other public services (e.g. police, fire service) - Potential to access families - Financial savings due to reduce vandalism, ASB, public services time - Chance to involve and engage youth in determining provision 	<ul style="list-style-type: none"> - Increased vandalism / ASB if not appropriately managed - Cost of implementing new activities / facilities - Conflicts with other user groups - Community opposition to new activities / facilities - Sustainability of activities / facilities - Managing and responding to expectations - Reducing youth service capacity (SCC) 	<ul style="list-style-type: none"> - No identified budget for additional provision of activities / facilities - Costs would need to be determined following insight activity - Potential access to funding through external routes / partners 	<ul style="list-style-type: none"> - Development post would act as facilitator - Anticipated to be led by a partner / external organisation - Assessment required of the Ranger service to determine capacity in supporting development - Initial activity will involve engagement of partners to determine feasibility - Not envisaged to be a "quick win" given the necessary engagement required 	Impact on healthier / more independent lives, individuals taking responsibility, vulnerable groups	Enhance experience for a targeted audience through provision of activity to match demand. Potential to reduce vandalism and ASB, and improve safety	Reduced cost to society through reduction in ASB, vandalism and public service time. Initial costs, dependent on opportunity, will require cost-benefit analysis	Provides added value to target audience and secondary value to the wider community if supported. Will increase engagement and create awareness of social responsibility	Achieve in the medium-long term given engagement required, short term scoping should commence immediately	Initial scoping and engagement should commence from the outset although recognising the rethinking within SCC youth provision then this may be delayed, but should be a priority nonetheless.
2.17	Family Area for toddlers	Creation of an improved outdoor play area which includes a family area for toddlers. Insight information identified that there is a demand for better play facilities on the park. An opportunity exists to engage with children and their families and for them to take an active role in development of the play space. Using the natural environment and creating a better outdoor space for play will encourage families to visit, instil confidence in the area and raise the profile of the site.	<ul style="list-style-type: none"> - Playing outdoors from an early age allows children to develop a sense of wellbeing, emotional responses and interpersonal skills - Informal play promotes creativity, flexible thinking, language skills, learning and problem solving - Positive effect on community cohesion for children and parents - Getting children involved at a young age creates awareness of social responsibility and understanding of the natural landscape - Outdoor play is an important way in which children develop skills of managing risk - Potential to increase visitor numbers - Enhances the end user experience - Opportunities for joint working - e.g. Play England - Potential to engage with local communities and encourages a sense of wellbeing and pride in local assets 	<ul style="list-style-type: none"> - Setup and maintenance costs of introducing a new play facility - Sustainability of facilities - Managing and responding to expectations 	<ul style="list-style-type: none"> - No identified budget for increasing / redeveloping provision - Some "quick win" impacts could be made in house through the Ranger service and current budget - Costs would need to be determined given size, scale and complexity of play facility; potential investment required - £30k-100k. - Potential to access external funding through bids / partners 	<ul style="list-style-type: none"> - Development post to act as lead officer with support from the Rural County - Anticipated support from partner organisations - Initial activity to scope and gain insight of detailed opportunities - Engagement of partners to determine feasibility - Envisaged to be an ongoing development project with potential for immediate improvements within year 1 	Impact on healthier / more independent lives, individuals taking responsibility, vulnerable groups	Enhance experience for a targeted audience, potential to reduce vandalism and improve safety and instil confidence in the area	Potential to reduce cost to society over time by generating social responsibility from an early age- potential to work to discourage ASB issues on the Park which cost officer time and money on maintenance	Provides added value to residents and visitors. Encourages further visits	Some elements achievable in the short-medium term. Longer term plan required going	Initial activity should focus around insight and engagement, working with Rural Access Team to implement some immediate improvements in year 1. Quick wins to be identified through the Ranger service capabilities whilst a long term plan and associated funding is sought.
3.27	Establish multi-sport offer at Chasewater	Development of the concept of Chasewater as a multi-sport venue. Working with development / partner organisations to create sports based facilities (e.g. all weather pitches). Opportunities for furthering links with other sport and leisure providers already on site. Opportunity to develop a whole site approach	<ul style="list-style-type: none"> - Promotes Chasewater as a "destination" within Staffordshire for active sports activities - Potential to attract large scale investment - Offers opportunities for regeneration of the local area and attract business sponsorship - Potential to increase employment in the area - Offers much needed facilities for young people in an area of deprivation - Increased visitor numbers - Potential income stream for the County to offset financial pressures - Fits with appropriate use in green belt - Aligns with Lichfields Local Plan - Encourages participation in sport - Opportunities for local, regional and national recognition 	<ul style="list-style-type: none"> - Cost effectiveness as up-front investment may be high - Highfields Farm site would be required for large scale development of this nature prohibiting any future residential / commercial development - Remedial reclamation works to the Highfields Farm site would require substantial costs - Sustainability would need consideration dependent on whether the County retains liability - Attracting a suitable developer / investor with which to partner 	<ul style="list-style-type: none"> - Large scale investment required (e.g. Heritage lottery, Sports England, Private) - Scoping, feasibility of implementation is not accounted for within existing and pressured budgets - Land reclamation costs of £4m+ for Highfields Farm - Total financial outlay and cost-benefit analysis, VFM, ROI would need to be determined through a full business case 	<ul style="list-style-type: none"> - Current Project Sponsor (Rural Commissioner) would be accountable for this work if relating to Highfields Farm - Decision would need to be made with regards to Highfields Farm and future strategy - this could be made in Year 1 - Internal SCC teams and external partners would support development of a proposal - Business case would be produced and agreed within the 5 year plan, however full implementation may not be realised dependent upon development, approval and delivery 	Increases employment within the local area and supports residents in living healthier and more independent lives.	Improves experience of targeted end users through provision of sports and leisure activities. Adds to the marketing potential and overall perception of the site as a whole.	Potential to reduce the financial pressure for SCC in the long term, and short term dependent on the preferred option (e.g. private developer acquiring land)	Provides added health and social benefits through the provision of sports and leisure facilities. Encourages "pride of place" for Staffordshire's residents	Dependent on the development time required and preferred option, the full implementation of a sportshire concept may be achievable within the 5 year plan	Project Sponsor (Rural Commissioner) to seek and clarify position regarding Highfields Farm. Should the option be viable post this decision then a business case could be developed within year 1/2. In parallel, opportunities should be explored for the remainder of the site or temporary use of Highfields Farm.
3.28	Extend/review opening hours and accessibility for the Innovation Centre	Extend/review opening hours of Innovation Centre to meet demand and enhance visitor experience whilst generating income through secondary spend in the café and shop, and directly through hiring of facilities both commercially and as a community asset	<ul style="list-style-type: none"> - Maximise opportunities to attract visitors to the site and generate income - Offers increased visitor access post 4pm weekdays and weekends - Opportunities to be more of a community asset 	<ul style="list-style-type: none"> - Cost of increasing opening hours would need consideration against income - Health and safety implications (lone working) 	Cost benefit analysis required to determine feasibility.	Development Officer to complete cost benefit analysis in conjunction with Rural Access Team, including determining demand	Indirectly supports priority outcomes through maximising use of community assets	Increased accessibility and therefore offering would enhance the visitor experience	Cost benefit analysis is to determine financial impact to SCC	Provides added value for residents, visitors and businesses through increased accessibility to a community asset	Achievable within the development plan timeframe	Development Officer to complete cost benefit analysis to determine feasibility and next steps. To be completed in year 1.

3.31	Green Energy initiatives	Explore the potential of further green initiatives (e.g. solar panels, ground source heat pump etc) for the park and ensure green energy is considered across all developments where appropriate. Investigate potential of green park trail across the site, guided tours for visitors. Development of climate change and renewable energy education package. Potential of building upon previous work initiated by LDC and Birmingham University, potential of Chasewater Innovation Centre as a learning academy and a remote university site for green energy study purposes	<ul style="list-style-type: none"> - Maximise opportunities to attract visitors to the site and generate income - Partnership working / shared building and utility costs - Potential partnerships and activity to attract funding - Puts Chasewater on the map as a destination for green energy and climate change initiatives - Demonstrates the County's commitment to sustainable energy - Financial savings through the reduction in long term operating costs or through income generation via selling back to the grid 	<ul style="list-style-type: none"> - Up front costs / funding sources for setup, equipment, development time etc 	<ul style="list-style-type: none"> - Setup and development costs may be significant, although a cost benefit analysis to determine value for money would be required - A full business case would be necessary to evaluate this opportunity 	<ul style="list-style-type: none"> - Led by the Development Officer in a facilitative role, supported by the Rural County team, SBEN and partners - Investigation and feasibility work would be instigated in year 1 with the view to determining a long term strategy 	Supports businesses and therefore employment through instigating green initiatives and development	Positive marketing position and commitment to sustainable energy as well as provision of education to the community, visitors and businesses.	Reduces long term financial pressures and offsets running costs. Recognising start up costs in the short term may be high.	Opportunity to increase knowledge and awareness of sustainability energy.	Ongoing strategy would be subject to financial viability, although investigation work (feasibility) could commence in year 1.	Development Officer instigates feasibility study and analysis in year 1 to determine viability.
3.33	Farmers Market	Opportunity to introduce a farmers market, providing local produce to local communities and visitors.	<ul style="list-style-type: none"> - Increased profile of area - Increased footfall - Promotion of healthy eating - Increased income generation through concessions or lease arrangements - Conflict with local communities and businesses - Enhances visitor experience 	<ul style="list-style-type: none"> - Demand to be fully understood - Setup requirements and sustainability are relatively unknown - Weather dependent - Conflict with local traders / other farmer markets if not engaged properly 	<ul style="list-style-type: none"> - Additional income generation through concessions or lease arrangements - SCC may be required to invest in setup costs 	<ul style="list-style-type: none"> - Demand to be determined by Chasewater Development Officer with support from SCC departments / partners - Achievable within year 1 once setup and administration requirements are determined. 	Encourages healthy lifestyles and independent living. Support local employment and enterprise	Additional product offer enhancing the experience of end users	Income generation through concessions / charging arrangements. Secondary income generation through increase in footfall	Added value provided through increasing the product offer at Chasewater and encourages local businesses and regeneration	Achievable in year 1 given the right level of engagement and market demand.	Chasewater Development Officer to undertake market analysis and stakeholder engagement to determine demand and interest. Implementation in year 1 subject to the above.
3.34	Mini markets	Opportunity to introduce "mini-markets" on site - for craft and local goods, providing opportunities for local artists, craft workers and businesses. E.g. plant sales through local groups such as COGs (Cherry Orchard Gardening Services) www.cogsprepareforlife.co.uk	<ul style="list-style-type: none"> - Increased footfall to the site - Increased profile of the area and awareness of Chasewater - Opportunity for marketing and promotion - Boosts visitor experience and influences choice - Supports local regeneration through supporting SME's, local artists and craft workers - Encourages repeat visits 	<ul style="list-style-type: none"> - Relative unknown demand - Sustainability - Raising and managing expectations of end users and stakeholders - Weather dependent - Potential conflict with other local traders if not engaged - Administration requirements 	<ul style="list-style-type: none"> - Income generation opportunity through small scale concessions / charges - SCC may be required for upfront investment for provision of basic equipment 	<ul style="list-style-type: none"> - Demand analysis required to test market led by Chasewater Development Officer - Support from partners / key stakeholders may be required - Achievable within year 1 	Encourages healthy lifestyles and independent living. Support local employment and enterprise	Additional product offer enhancing the experience of end users	Income generation through concessions / charging arrangements. Secondary income generation through footfall	Added value provided through increasing the product offer at Chasewater and encourages local businesses and regeneration	Achievable in year 1 given the right level of engagement and market demand.	Chasewater Development Officer to undertake market analysis and stakeholder engagement to determine demand and interest. Implementation in year 1 subject to the above.
3.36	Activities for the elderly	Opportunity to extend the community use of the Innovation Centre to target activities for the elderly - e.g. tea parties, arts and crafts, social events etc	<ul style="list-style-type: none"> - Increased community involvement - Provides activities to a target group - Increases social value of Chasewater - Enhances visitor experience - Supports local communities - Aims to reduce isolation - Potential for joint working - e.g. social care, CCG's 	<ul style="list-style-type: none"> - Cost pressure dependent on end solution (staff time) - Health and safety requirements - Administration requirements - Sustainability 	<ul style="list-style-type: none"> - Small charges would be applied for administration - likely position is breakeven or small income generation - Potential external funding through joint working arrangements 	<ul style="list-style-type: none"> - Engagement and demand analysis undertaken by Chasewater Development Officer. - Achievable within year 1 	Encourages healthy living and independent living	Additional product offer enhancing the experience of end users	Small scale income generation potential or breakeven	Added value provided through increasing the product offer through targeted activities. Potential to reduce isolation and increase community involvement	Should demand be identified, it is achievable within year 1	Chasewater Development Officer to determine demand and setup requirements (including partner contribution e.g. Entrust and Age Concern) and depending on the outcome facilitate implementation in year 1
3.38	Improve parking Burntwood (North Shore side)	Opportunity to improve parking on the North Shore. The BOAT restriction for driving over the dam has meant that visitors from the Burntwood by-pass have to drive around to get to the South Shore as very limited parking is available on the North Shore	<ul style="list-style-type: none"> - Increased footfall from Burntwood residents and improves satisfaction levels for locals - Improves accessibility by vehicle - Encourages repeat visits 	<ul style="list-style-type: none"> - Effort involved vs impact may not be value for money - Costs involved in creating designated parking spaces - Agreement from Natural England and CISWO (land owner) would be required 	<ul style="list-style-type: none"> - Additional costs would be required to create and maintain an additional parking facility - Development costs are not allocated for within existing budgets 	<ul style="list-style-type: none"> - Investigate demand and feasibility - Rural Access Team to lead - Support to be received from SCC ecologists and SCC partners - Potential to be achievable within year 1 if a funding source is identified - Potential to explore joint working with Burntwood Town Council and share funding/risk. 	Enhances country park experience through increased accessibility to the site	Potential for direct income generation through parking charges and secondary income through increasing footfall. This would need to be analysed against setup and maintenance costs to determine VFM	Provides added value to local communities and visitors through increasing accessibility by vehicle.	Potential to implement in year 1 if funding identified. Opportunity for joint working with Burntwood Town Council	Undertake feasibility study in year to determine setup and maintenance costs vs demand and income generation, to determine VFM. Identify potential funding sources and joint working opportunities.	
3.41	Assault course (high ropes)	Opportunity to improve facilities on the South Shore through the introduction of an assault course or high rope centre.	<ul style="list-style-type: none"> - Attraction with intergeneration appeal - Increased footfall driving primary and secondary income - Encourages outdoor activities for the local community - Children and young people in particular gain confidence outdoors and learn how to manage risk - Appeals to organised groups, schools, scouts etc - Encourages repeat visits 	<ul style="list-style-type: none"> - Need to identify / attract franchise or organisation to run a facility - Sustainability - Security should equipment / assets remain as a permanent fixture / overnight - Health and safety requirements 	<ul style="list-style-type: none"> - Potential income generation through a concession or lease to an external provider 	<ul style="list-style-type: none"> - Investigate feasibility and demand - soft market testing - facilitated by Development Officer - Investigate best practice models and associated costs - Identify feasibility and potential partner within year 1 with an aim to full implementation in year 2 	Encourages physical activity and healthy living.	Additional product offer enhancing the experience of end users	Income generation through concession or lease arrangement. Increased footfall will drive secondary income.	Added value for local residents and businesses through an additional product offer, promoting team working, risk management and healthy living.	Determining feasibility including costs are achievable within year 1.	Identify feasibility and potential partner within year 1 with an aim to full implementation in year 2. To be facilitated by the Chasewater Development Officer.
4.03	Cycle and scooter hire/segways	Opportunity to improve facilities and activities on site through the introduction of cycle, segway and scooter hire	<ul style="list-style-type: none"> - Attraction with intergeneration appeal - Income generation through hire agreements - Increased footfall driving secondary income - Encourages outdoor activities for the local community - Children and young people gain confidence outdoors and learn to manage risk - Encourages repeat visits - Sustainability is achievable through hire agreements 	<ul style="list-style-type: none"> - Potential need to attract external organisation to host the service through a concession arrangement - Security of equipment stored on site - Health and safety requirements - Setup and maintenance costs should SCC provide in house 	<ul style="list-style-type: none"> - Income generation through hire agreements - Would need to assess VFM depending if this is provided in house 	<ul style="list-style-type: none"> - Investigate feasibility through demand and cost analysis - led by Chasewater development officer. - Review best practice models - Potential to implement in year 1 if funding source is identified (if provided in house) 	Encourages physical activity and healthy living.	Additional product offer enhancing the experience of end users	Income generation through concession or lease arrangement, or direct if provided in house. Increased footfall will drive secondary income.	Added value for local residents and businesses through an additional product offer, risk management and healthy living.	Determining feasibility including costs are achievable within year 1.	Identify feasibility and potential partner within year 1 with an aim to full implementation in year 2. To be led by the Chasewater Development Officer.
4.04	Local and national sporting events i.e. triathlon, ironman, powerboating, wakeboarding, orienteering, open water swimming, paddleboarding	Development of the concept of Chasewater as a venue for local and national sporting and large scale events - e.g. triathlon, ironman, national power boat racing, wakeboarding, orienteering, open water swimming, open air concerts, music and firework events. Working with partner organisations, stakeholders and sponsors to attract large scale local events. Furthering links with other sports providers already on the site. Opportunity to develop whole site approach to large scale events.	<ul style="list-style-type: none"> - Promotes Chasewater as a destination within Staffordshire for national and international sports and other large scale events - Potential to attract large scale external investment - Offers opportunity to regenerate the area and attract sponsorship - Potential to increase employment within the area - Offers much needed activities and opportunities for young people in an area of relative deprivation - Increased visitor numbers - Potential income stream for SCC to offset running costs - Fits within appropriate use in Green Belt - Aligns with Lichfield District Council Local Plan - Encourages participation in sport - Fits with Health and Social Care agenda - active lives - Increased profile of Chasewater within the leisure and tourism industry - Potential secondary income for existing stakeholders 	<ul style="list-style-type: none"> - Potential overuse of the park, specifically designated areas - Management and administration efforts required - Attracting suitable investors / sponsors - Potential up front costs - Potential over use of the water body in particular given current arrangements - CRT control the water body which could be drained to fill the canal network (risk to external investment) - Constraints that may be applied by statutory bodies - e.g. Natural England and appropriate use. 	<ul style="list-style-type: none"> - Feasibility of individual events would need to be completed on a case by case basis including cost benefit analysis - Potential to share setup costs with external partners 	<ul style="list-style-type: none"> - Chasewater development officer to lead supported by Sportshire, SCC, Districts and partners - Feasibility to be established within year 1 - Phased programme of implementation is achievable 	Increased employment potential for the area. Supports residents and communities to lead active, healthy and independent lives	Additional product offer enhancing the experience of end users	Income generation opportunities which would offset against running costs	Encourages pride of place for Staffordshire residents and contributes towards health and social care outcomes	Feasibility could be established in year 1 with a view to implementation in year 2 onwards	Project Sponsor to seek and clarify position regarding Highfields Farm if the land is required to run specific events. Investigate opportunities on a case by case basis from year 1 onwards.

5.01	Rangers Hut redevelopment	Opportunity to develop the Rangers Hut wholly or partially as a business enterprise unit / community use workshop facility etc. Remedial work is required to bring the building up the standard for lease. Provides opportunity to support start up business or community group etc	<ul style="list-style-type: none"> - Potentially supports small businesses or Community Interest Companies (CIC's) - Maximises use of the building - Provides economies of scale through shared facilities and resources - Activity or business could benefit the community - Increased profile of Chasewater - Potential to enhance visitor experience dependent on end use - Assists with local regeneration through employment and skills - Potential to increase community involvement - e.g. local college offering, community projects - Encourages repeat visits on site - Provides platform for tackling isolation within local community dependent on end use - Reduces financial pressure to SCC through lease agreements - Potential to increase volunteering opportunities - Significant space and flexibility of use 	<ul style="list-style-type: none"> - Up front costs for remedial work (yet to be quantified) - Sustainability - Potential conflict with operational use - e.g. by Ranger service 	<ul style="list-style-type: none"> - Initial evaluations define market rental value of £7k p.a. in the current state of disrepair, increasing to c.£21k p.a. post renovation. - Potential for joint working opportunities to identify funding streams - e.g. social care, grant funding from NIACE, learning and skills - Full financial projects would determine long term viability once renovation costs are known. 	<ul style="list-style-type: none"> - Chasewater development officer to determine feasibility based on financial projections and demand - To be supported by SCC Estates, Rural Access Team and volunteers - Potential achievability within year 1 if demand and costs provide a viable solution 	Provides potential employment opportunities. Encourages people to live healthy and independent lives if aligned to health, learning and skills agenda etc.	Additional product offer enhancing the experience of end users, residents and businesses	Potential income generation and increased footfall on site driving secondary income	Opportunity to link across several agendas with the aim of achieving shared outcomes.	If demand can be established and costs are viable, this is achievable within year 1	Chasewater Development Officer to investigate demand and produce clear cost model within year 1. Dependent on outcome this should be delivered within year 1.
5.02	Investigate planning permissions for potential change of use from B1	There is currently limited use on the business enterprise units at Chasewater with the planning permission restricted to B1. There is an opportunity to seek to expand planning on units through engagement with LDC to widen the site attractiveness and provide a platform for further development and expansion.	<ul style="list-style-type: none"> - Supports small business enterprises - Maximises use of physical assets - Activity / Businesses will benefit the local community - Increased profile of Chasewater - Enhances the visitor offer - Assists with local regeneration and makes Chasewater more attractive to visitors - Encourages repeat visits 	<ul style="list-style-type: none"> - Approval needs to be sought from LDC which would involve time and cost - Conflict with local businesses if of a similar nature 	<ul style="list-style-type: none"> - Cost of applying for a change in planning permission use estimated to be c.£5k across all units. 	<ul style="list-style-type: none"> - Initial activity to focus on feasibility and demand, led by the Chasewater Development Officer - To be supported from DCL's, LDC and partners (e.g. chamber of commerce, business groups etc) - Feasibility and demand should be determined in year 1 with the view to achieving change in planning permission in the same period. 	Provides potential employment opportunities through increasing flexibility of use; encourages business start ups and entrepreneurialism	Capacity and capability for increasing the Chasewater offer which enhances the visitor experience	Potential income generation through lease agreements and increased footfall will contribute secondary income on site	Flexibility and scope for growth adds value directly to businesses, visitors and the local community	Feasibility and demand should be established in year 1 and dependent on outcome application should be sought in the same time frame	Chasewater Development Officer to determine demand and feasibility of change in planning use. Outcome dependent, a change in planning use application should be completed.
5.03	Explore Innovation Centre use excluding café/restaurant	Opportunity to review current use of the Innovation Centre and investigate future use to maximise value and outcomes	<ul style="list-style-type: none"> - Maximises value of the building, including the café which is managed by Entrust if joint opportunities are identified - May provide economies of scale through shared facilities and resources, dependent on end use - Increased profile of Chasewater - Enhances visitor experience - Assists with local regeneration - Potential to increase volunteering opportunities - Potential to increase community involvement - Increases value of the site, socially and financially - Encourages repeat visits - Income generation that offsets current running costs - Offers a wide scope for activity - Opportunity to lease / sell part / all of the building 	<ul style="list-style-type: none"> - Constraints, in the form of planning use and grant funding conditions - Conflict of uses if not appropriately structured and managed - Sustainability may be an issue - Managing and responding to stakeholder expectations 	<ul style="list-style-type: none"> - Income generation would reduce the financial pressure - Potential to widen income streams - e.g. partnership funded / sponsorship - Costs associated with any potential to re-pay grants due to a change in use within the 25 year agreement - Countryside Agency Grant of £200k and ERDF funding of £546k 	<ul style="list-style-type: none"> - Chasewater Development Officer to investigate feasibility through initial scoping - Rural Commissioner accountable - Support from SCC Property, Rural Access Team and Rural County - Feasibility and options appraisal achievable within year 1/2 - Recognises links with Strategic Property Partner 	Provides potential employment opportunities and maximises value which dependent on end use could contribute to improving healthy and independent lives	Additional and improved offer at Chasewater enhances user experience	Potential income generation achievable through lease arrangements or sale	Additional offer would be beneficial to local community, residents and businesses (dependent on end use)	Initial scoping and demand should be identified in year 1 to inform an options appraisal.	Chasewater Development Officer to facilitate and lead on a feasibility study and options appraisal for the future use of the Innovation Centre. To be undertaken within year 1.
7.03	Corporate Sponsorship	Creation of a corporate sponsorship programme, raising the profile of Chasewater realising benefits in kind and direct financial benefits	<ul style="list-style-type: none"> - Increased income generation reducing the financial pressure to SCC - Maximises the value of Chasewater as an asset - Increased profile and awareness of Chasewater and its role in the community 	<ul style="list-style-type: none"> - Suitability and attractiveness to prospective sponsors (sustainable offer) - Raising and managing expectations 	<ul style="list-style-type: none"> - Potential to reduce financial pressures to SCC through income generation 	<ul style="list-style-type: none"> - Led by the Chasewater Development Officer - To be supported by SCC Comms, DMP and Rural County - Joint responsibility with existing Chasewater stakeholders 	Promotes Chasewater as a community and corporate asset and maximises potential financially and non-financially, through awareness and promotion	Enhances end user experience through greater awareness of social responsibility and contribution to social outcomes	Expanded revenue streams providing income generation	Promotion of businesses and activities raising awareness (responsibility) to the local community, residents and businesses	Is not deemed as a priority task and is not achievable within the short term (years 1/2)	Not a priority activity but on going development route that should be explored from year 2 onwards.
8.02	Review and expand role of stakeholders on site	To review the role of existing stakeholders to explore opportunities to expand and develop their offering and to become more operationally responsible for the site and its future development	<ul style="list-style-type: none"> - Maximises the use of Chasewater - Provides economies of scale through shared resource - Potential to enhance the visitor offer - Potential to increase and diversify volunteer base - Increased community cohesion - Increases "pride of place" for Chasewater - Increases social value of site - Potential to reduce financial pressure to SCC and increase income across stakeholder groups - Shares risk 	<ul style="list-style-type: none"> - Restrictions in current lease arrangements for commercial gain - Conflict of uses (requirement for shared objectives) - Sustainability - Managing expectations 	<ul style="list-style-type: none"> - Potential to reduce financial burden to the County through income generation - Access to partnership funding or external funding 	<ul style="list-style-type: none"> - To be led by the Chasewater Development Officer - Phased approach in broadening the role of existing Stakeholders - Viewed as an ongoing development aligned to drivers that will emerge with time - Implementation likely to take place over years 1 -3 	Provides potential employment opportunities and encourages independence	Added value to the site would enhance the user experience and promote a joined up Chasewater	Potential to reduce financial pressures to SCC and existing stakeholders	Opportunities for local residents, visitors and businesses to grow and inform the offering at Chasewater	Engagement activity to commence in year 1 with a long term development over the first 3 years	Chasewater Development Officer to engage stakeholders and scope out potential.
8.03	Investigate Ranger Apprenticeship Scheme – e.g. Staffordshire Wildlife Trust model at Highgate Common	Investigate the possibility of introducing a Ranger apprenticeship scheme (e.g. similar to those operated by Staffordshire Wildlife Trust at High Gate Common)	<ul style="list-style-type: none"> - Maximises the use of the country park as a training and development facility for Countryside Management - Potential to provide skills training and increase employment potential - Increases productivity and in house capacity - Supports young people to gain work experience and employment - Cost effective for SCC 	<ul style="list-style-type: none"> - Availability of mentoring resource require to support the scheme - Retention of apprentices 	<ul style="list-style-type: none"> - Cost effectiveness to be determined - Government initiative provides financial support - Cost per apprentice of £6,300 p.a. on a full time basis - Delivery model would need to be explored to determine holistic costings 	<ul style="list-style-type: none"> - To be driven by the Rural Access Manager, supported by the Chasewater Development Officer and Rangers - Investigation of best practice models in year 1 - Implementation from year 2 onwards dependent on costs 	Provides employment opportunities and supports independent lives and increase in skills	Skilled ranger service and capacity would enhance visitor experience	Cost effectiveness of the service would need to be quantified however it would be beneficial in comparison to in house staff costs	Added value provided through increased capability and capacity of service	Concept should be explored in year 1 with a view to implementation from year 2 onwards	Rural Access Manager to explore best practice examples and feasibility in year 1
9.01	Capture customer insight and data including performance management and comparisons across country park portfolio	Improve customer insight to enable informed decisions of the management and future of country parks	<ul style="list-style-type: none"> - Increased awareness and insight into customer behaviour, needs and demands - Provides benchmarks to measure performance - Synergistic with the commissioning cycle and best practice - Informs the decision making process - Identifies and enables response to customer satisfaction - Assists with securing external funding - Determines trends and allows for robust planning 	<ul style="list-style-type: none"> - Availability of resources - Raising and managing expectations 	<ul style="list-style-type: none"> - Additional "soft" cost through resource effort - No additional funding identified within existing budgets although potential capacity through Ranger service, SCC customer insight team and volunteer base 	<ul style="list-style-type: none"> - Chasewater Development Officer to lead, supported by Rangers, Volunteers and Customer Insight Team - Implement within year 1 - An ongoing and evolving development 	Aligns to the commissioning cycle and is an enabler	Provides opportunities to enhance visitor experience and identify/respond to demand (enabler)	Increased footfall potential should insight be used properly and responses implemented - drives income generation	Visitors, residents and businesses feel engaged and valued	Key responsibility of Development Officer from day 1	Insight and data collection to be reviewed and requirements gathered to inform a robust approach to gaining insight. Chasewater Development Officer to instigate as a key priority within year 1.

10	Marketing of the Country Park	Creation and promotion of a brand, defining the product offer, raising profile, identifying target market(s), product channels, communication strategy, stakeholder engagement.....culminating in a holistic site marketing strategy and plan that is synergistic with corporate marketing and messages	<ul style="list-style-type: none"> - Increased footfall and community use of Chasewater - Increased income (direct and secondary) - Maximises value of this asset - Increased awareness and knowledge - Existing stakeholder support for the site and its promotion - Reinforces change of ownership from LDC to SCC - Ability to direct and control the use of the park 	<ul style="list-style-type: none"> - Effort vs impact - setting the right balance - Potential over-use of the park and increase in maintenance requirements (including conflicts) - Raising expectations of end users and stakeholders - Capacity to respond to increased visitor numbers and demand overall 	<ul style="list-style-type: none"> - Dependent on success measures of a marketing strategy and plan would indicate costs and resource required - e.g. cost-benefit - Costs could be shared across providers given a single Chasewater brand - No current budget aligned to marketing specifically 	<ul style="list-style-type: none"> - To be led by the Development post (accountable officer) - Support from SCC comms, DMP and Rural County - Joint responsibility with key stakeholder groups - Existing website and social media account for interim arrangements - Website launch is 1st April 2014 - Development of marketing strategy and plan should commence in year 1 at the outset, although should be aligned to all development opportunities 	Promotes Chasewater as a community and corporate facility, maximising value, financially and non-financially.	Ability to manage and control target audience through robust marketing strategy. Enhances end user experience recognising that the experience starts before actually visiting the Park.	Increased footfall will lead to income generation opportunities (direct and secondary), opportunities to drive sponsorship through corporate / social responsibility	Promotion of businesses and activities make people more aware of the product offer and social value that Chasewater offers	Development Officer has a key role in facilitation of key stakeholders to drive opportunity at pace.	Existing marketing mechanisms are to continue in the interim whilst a full marketing strategy and plan is produced. It is envisaged that the plan will determine future timescales as it is inclusive of current activity and ongoing development opportunities. Development Officer to drive activity as the accountable post.
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