

<p><b><u>Meeting</u></b></p> <p><b>West Area Committee</b></p>
<p><b><u>Date and time</u></b></p> <p><b>Monday 25th March, 2024</b></p> <p><b>At 7.00 pm</b></p>
<p><b><u>Venue</u></b></p> <p><b>Hendon Town Hall, The Burroughs, London NW4 4BG</b></p>

Dear Councillors,

Please find enclosed additional papers relating to the following items for the above mentioned meeting which were not available at the time of collation of the agenda.

Item No	Title of Report	Pages
11	Members Items' - Area Committee Funding Applications (if any)	
	<b>Addendum - Phoenix Canoe Club</b>	

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## MEMBERS CIL FUNDING REQUEST FORM

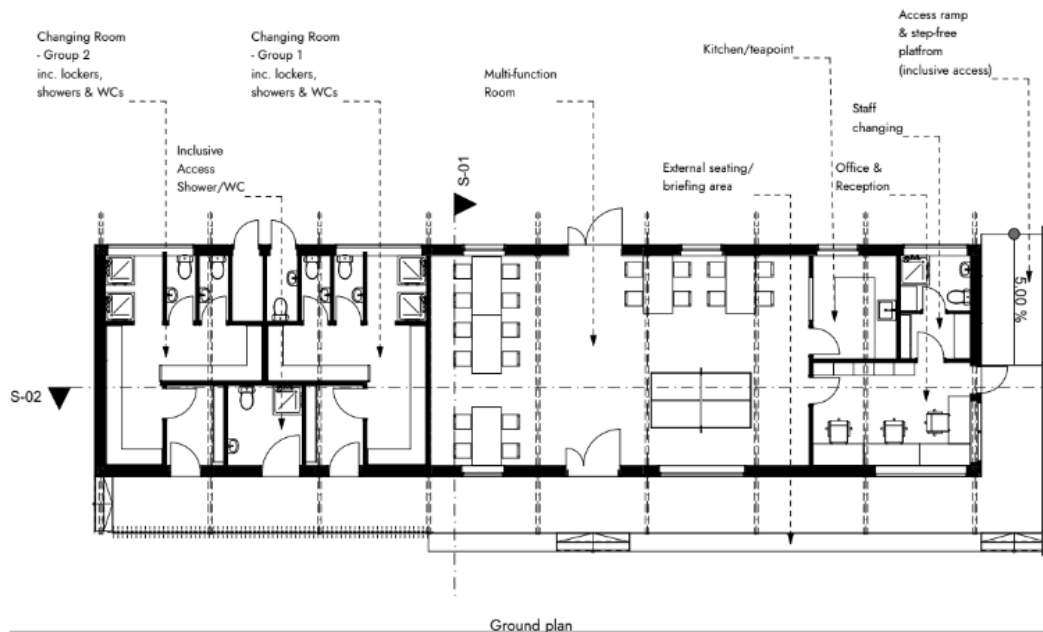
Agenda Annex

### AREA COMMITTEE – MEMBERS CIL FUNDING REQUEST

<b>MEMBER</b>	Councillor Ernest Ambe
<b>DATE</b>	13 <sup>th</sup> March 2024
<b>WARD</b>	West Hendon
<b>cross-ward applications</b>	N/A

### SCHEME SUMMARY

See also attached supporting Working Drawings from the Design Team



#### Project Aims

Aim 1 – To improve the accommodation for all

Following the rapid growth of the Centre and the poor state of its current accommodation, the Trustees commenced plans to redevelop the headquarters and grounds to provide a modern, purpose-built, fully equipped outdoor centre to act as a strategic local area water sports and community hub. The Centre will be fully accessible to enable all visitors to enjoy the activities and opportunities available.

The Centre is located in a little oasis amongst the urban sprawl and has extended views over the Brent Reservoir and Welsh Harp Open Space, which are both part of a Site of Special Scientific Interest located in an area of Metropolitan Open Land.

The building is mainly single storey (Phases 1 & 2) in timber clad construction on steel screw piles foundations, with a low carbon footprint with solar panels, high levels of insulation, double glazing, infrared heating, surface water dispersal system and a bio-disc sewage treatment package.

To encourage the use of electric vehicles and cycles, we have incorporated electric vehicle charging points and cycle racks. The Centre is located on the Capital Ring providing walking and cycling routes linking to public transport options.

**Aim 2 – To increase the capacity of the outdoor centre**

To match demand, the Centre needs to expand the capacity of its current water and land based outdoor activities for schools, further and higher education, youth and community groups through investment in equipment, staff and volunteers.

The Centre prides itself on working within the guidelines of the Royal Yachting Association, British Canoeing and the Adventurous Activities Licencing Authority. All staff and volunteers need to be kept up-to-date with industry standards including coaching updates, first aid training, safeguarding and in-house standard operating procedures. To extend the range of activities to include rock climbing, archery and Bushcraft. All of these activities will need staff training, operational procedures prepared and new equipment bought.

The finished Centre will have 4 group changing rooms to provide flexible accommodation for a mix of age and gender from different groups, plus disabled provision for changing, showering and toilets. There is a kitchen, training room and staff room with separate changing and toilet facilities. A fully equipped office and reception will bring all administrative functions to be based on site. There will be a two storey (Phase 3) section with boat and equipment storage at ground floor and a function suite at 1<sup>st</sup> floor level.

**Aim 3 – To increase opportunities for growth in the local community**

Provide long-term social, environmental and economic sustainability through new initiatives and joint working with partners and stakeholders with the provision of function, training and meeting rooms for use by the public, local community groups, colleges and business's and for private hire and events. The rooms will have the unique selling point of the location surrounded by the woods and parkland overlooking the reservoir. The room hiring's will provide an additional income, attract new groups and business to the Centre, and help bring together Londoner's of different backgrounds and faiths. The development will assist with investment in community and leisure facilities to support the fast expanding developments on the A5 corridor, Brent Cross and Wembley.

The provision of a community café to provide a welcoming "destination" for the local area for Centre users, walkers, cyclists and dog owners. The café will be run by a charitable concessionaire providing training for adults with learning difficulties to access the catering trade. The café will provide affordable, healthy food and will also be able to cater for functions in the Centre.

<b>Funding Request (£)</b>	£150,000.00
<b>CIL Eligibility</b>	<p>Phoenix Canoe Club &amp; Outdoor Centre is located in Woodfield Playing Fields, next to the Brent (Welsh Harp) reservoir, a Site of Special Scientific Importance and Metropolitan Open Land. The site is on the edge of an area of intense development with Hendon Waterside and other developments on the A5 corridor.</p> <p>The Canoe Club was originally started as a replacement provision when the Welsh Harp Youth Sailing Base was closed due to the new Hendon Waterside development</p> <p>Phoenix Canoe Club is dedicated to providing activities to the local community and takes pride in its work with disadvantaged</p>



	<p>and vulnerable groups. The Canoe Club is 20 years old this year and the Outdoor Centre was established 13 years ago.</p>
<p><b>Area Committee priorities</b></p>	<p><b>Meeting the 4 priorities of the Council</b></p> <p><b>People:</b></p> <p><i>Tackling inequalities</i> – We provide a range of free activities through our funded work with the local community targeting disadvantaged people, helping to break down barriers to participation.</p> <p><i>Reducing Poverty</i> – Our staff are paid the London Living Wage or above. We provide opportunities for employment, especially for our young people to earn money whilst instructing in the sports they love, helping and supporting them on their transitions through school, college or university education.</p> <p><i>Family Friendly</i> – we provide activities for all (minimum age 9 years) and cater for families and young people providing support and safeguarding for our most vulnerable visitors. Our activities are complementary to their education and we work with schools and youth groups to design sessions to suit their syllabus or achieve an award.</p> <p><i>Living well</i> – As well as providing opportunities for young people and families to access sport experiences, we also offer activities to a range of other groups for adults including U3A, Trekstock (young adult cancer patients), Mencap and Silver Sunday. With improved accessible accommodation, we can extend our reach in the field of wellness across all age ranges and health conditions.</p> <p><b>Places:</b></p> <p>Safe Attractive Neighbourhoods – Our redeveloped Centre will provide a modern, purpose-built, fully equipped outdoor centre to act as a strategic local area water sports and community hub. The Centre will be fully accessible to enable all visitors to enjoy the activities and opportunities available. The Centre will provide a safe and welcoming place for people to enjoy sport and other activities.</p> <p>Borough of Fun – We can contribute to the aim of becoming a Borough of Fun. The Centre is in an area of transformation, with multiple new high density residential buildings being built. The Centre provides experiences, taster sessions, courses, school holiday schemes, adult activity courses, all based in the great outdoors.</p> <p><b>Planet:</b></p>

	<p><i>Journey to net zero</i> – Our Centre will be designed and built to meet the councils net zero targets and provide a highly insulated building to reduce carbon emissions. The grounds will have cycle storage and electric vehicle charging points which will encourage greener travel, especially by walking and cycling in a safe and friendly environment using the Capital Ring footpath.</p> <p><i>Enhancing the local environment</i> – The new building will provide a smart, green, clean and welcoming Club &amp; Centre for the local community.</p> <p><i>Enhancing green spaces</i> – The redevelopment of the Centre will provide an improved quality of provision in the Welsh Harp Open Space. The SSSI provides an important area for migratory birds and hosts some important flora and fauna. We will plant more trees around the extended site border to soften the border, provide additional security and attract and enhance wildlife.</p> <p><b>Engaged &amp; Effective Council:</b></p> <p><i>Neighbourhood working</i> – We are proud to be working with the London Borough of Barnet to provide an equal, diverse and inclusive service to its residents.</p> <p><i>Working in partnership</i> – We work with LBB to provide opportunities and activities through the Barnet Youth Engagement Service, Silver Sunday and the Youth Offending Service providing reparation projects. We are also setting up a school partnership pilot scheme to provide alternative provision for young people at risk of exclusion.</p>
<b>Who will deliver the scheme</b>	The scheme will be administered by Phoenix Canoe Club Limited, a registered charity, no. 1148787 and a company limited by guarantee, registration no. 8002910. Phoenix Canoe Club and Phoenix Outdoor Centre are trading names of Phoenix Canoe Club Limited.
<b>Community Grants</b> <i>(if applicable please confirm this is included with the application)</i>	Draft Community Grant Application provided
<b>Feasibility Study only</b>	This request is not for a Feasibility Study
<b>BUDGET &amp; DELIVERY</b>	
<p><i>{Please provide an itemised budget for the scheme (for example – quotes provided, an excel sheet etc). Please ensure the budget reflects the funding requested in the application.</i></p> <p><i>The budget should be supported by either the relevant Barnet service area (their quote is sufficient) or at least two quotes from external suppliers, which are itemised and with the VAT element shown separately).</i></p> <p><i>This ensures that a competitive tender process has been undertaken and complies with procurement guidance and providing value-for-money.}</i></p>	

**Quotes provided with the application**

*{Please provide the supporting documentation of the quotes}*

Refer to attached budget – Budget Proposal.  
HMRC have advised that no VAT is applicable for this project.

We have provided a Budget Proposal from our contractor based on the design works in progress. This will need to be updated when all Building Regulations input has been incorporated.

The NCIL grant applied for, is to set against Phase 1 delivery of the project together with grant funding from other sources.

Budget Proposal

	Budget Estimate	Quant	Unit	Total
<b>A) PRELIMINARIES</b>				
Supervision (Site Foreman, Cleaner, part time PM), plant, skips ,insurance, H&S/CDM		1	item	£18,600    £18,600.00
<b>B) DEMOLITION &amp; CLEARANCE</b>				
Isolate supplies and demolish existing building complete clearing debris from site (Asbestos report indicates no Asbestos on site, and is not included in this item if discovered)		1	item	£14,650    £14,650.00
<b>C) SUBSTRUCTURE</b>				
Ground screw foundation drilled into existing ground and through pre-existing concrete ground slab, to allow supply and install elevated suspended timber floor stilted base by specialist/nominated subcontractor PC sum		1	item	£18,000    £18,000.00
<b>E) CARPENTRY</b>				
Supply and install structural timber frame above base		160	m2	£224    £35,840.00
Supply and install externally treated Glulam beams		11	no.	£1,480    £16,280.00
External walls and floor allowing for insulation and timber cladding externally		160	m2	£238    £38,080.00
Form insulated roof to falls ready to accept Metal sheet roof covering		150	m2	£127    £18,975.00
Internal partitions to be timber stud infilled with insulation.		88	m2	£78    £6,864.00
<b>E) DOORS &amp; WINDOWS</b>				
Internal doors including frame and ironmongery		10	Nr	£540    £5,400.00
External doors and windows TBC		1	item	£27,000    £27,000.00
<b>F) FITTINGS</b>				
Teapoint joinery and white goods TBC		1	item	£10,000    £10,000.00
Allowance lockers and fitted furniture TBC		1	item	£8,000    £8,000.00
<b>F) RAMP</b>				
External walkway, steps and gabions		1	item	£17,500    £17,500.00
<b>F) ROOFING</b>				
Supply and install metal sheet roof with manufacturer warranty		225	m2	£115    £25,875.00
<b>G) MEP</b>				
<b>NOTE:</b> Electrical installation to be install to 18th edition by an NIEIC registered electrician all to current regulations. On completion of the installation all works are to be certified for the relevant				
The following is based on existing supplies isolated at demolition can be re connected				
Allow for the supply of WHB/WC and showers		1	item	£8,800    £8,800.00
Electric Boiler /cylinder		1	item	£9,400    £9,400.00
F&R /H & C		1	item	£6,500    £6,500.00
Allow for the supply of lighting and sockets PC Sum		1	item	£4,000    £4,000.00
Install new power and lighting circuits		1	item	£16,400    £16,400.00
Smoke /heat / fire alarms		1	item	£2,200    £2,200.00
Test & Commission / certify		1	item	£575    £575.00
<b>H) FLOOR / WALL &amp; CEILING FINISHES</b>				
Finishes contingent on interior design TBC				
Allowance for use of facing timber finishes eg Marine ply/painted chipboard and/or decorations internal & external		1	item	£23,200.00    £23,200.00
Allow for Shower boards TBC		1	item	£1,200.00    £1,200.00
Allow for Vinyl flooring TBC		1	item	£7,763    £7,762.50
<b>I) DRAINAGE</b>				
Allow for above and below ground drainage TBC		1	item	£12,000    £12,000.00
<b>BUDGET SUM Excluding VAT</b>				<b>£353,101.50</b>

**Timescale for delivery**

The project will be built over the 2024/25 winter and is programmed for a 16 week period, plus a two week Client commissioning period. We need to be operational by Easter 2025 and would anticipate a start date in October 2024.

**Council Service Delivery**

Not applicable

**Dependencies/Risks**

- Following the Covid pandemic and loss of major grants due to redirection of funding, we have re-designed the project into 3 Phases to provide a more flexible and cost effective design solution.

	<ul style="list-style-type: none"> <li>• Phase 1 re-provides the same footprint of the existing building, with all of the space dedicated to accommodation only, providing 2 large Group Changing Rooms, a Wheelchair WC and shower, Staff Changing &amp; WC, Multi-Function Room and an Office. Existing internal boat storage will be moved to another location on site.</li> <li>• Phase 2 will extend the new building providing 2 more large Group Changing Rooms and another Wheelchair WC &amp; Shower, PPE Store (Buoyancy Aids etc), a Training Room and a Café. The Café will be operated by a concessionaire that provides training for adults with learning difficulties.</li> <li>• Phase 3 will provide a large Boat &amp; Equipment Store at Ground level with a Function Suite at 1<sup>st</sup> Floor level</li> <li>• Planning Permission for Phase 1 has been granted - 23/2285/FUL dated 22<sup>nd</sup> September 2023</li> <li>• A public consultation was carried out in 2019 and influenced the Headline Business Case &amp; Feasibility Study and the design brief.</li> <li>• We commissioned Sporting Assets Limited to produce a Headline Business Case &amp; Feasibility Study, which was published on 28<sup>th</sup> August 2019. Whilst the building design has changed since the original application, the majority of the information is still relevant to the new design.</li> <li>• Phase 2 will include a Bio-disc sewage treatment package which needs to discharge processed clean water into the Welsh Harp. This will need Environment Agency and Canal &amp; River Trust approval. There is no foul water sewer systems in the area and an increase of users will make the current cess pit a financial burden.</li> <li>• London Marathon Charitable Trust have indicated that we can apply for funding for their new grants scheme</li> <li>• We will also be applying to the National Lottery Community Fund for funding towards Phases 1 &amp; 2, plus other grant funders</li> <li>• We have made use of the dewatering of the Welsh Harp reservoir this winter to widen our slipway, which will improve accessibility and safety. The de-watering is a once in 25 years planned maintenance event.</li> </ul>
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**VALUE FOR MONEY**

- *Schemes should be self-sufficient/sustaining and unless explicitly agreed otherwise, should not impose additional costs on the council and other relevant partners). Schemes must also demonstrate how any revenue costs associated with each scheme will be funded and maintained over its lifetime.*

The Phase 1 project will provide us with modern and improved accommodation in an environmentally friendly building. The highly insulated building will ensure less heating in the winter and a cooler building in the summer. We are planning for solar panels to provide electricity to supplement the mains supply. We are confident that we can

accommodate all of our staff and running costs within the earned income from activities for the lifetime of the project.

- *if your scheme has secured funding from other sources (e.g., crowdfunding initiatives), this will strengthen your bid. However, match funding or funding from alternative sources (e.g., grants or monies from a larger scheme) is not a requirement of the bidding process. Where funding has already been received towards a scheme or programme, this must be detailed here.*

We will apply to London Marathon Charitable Trust "Active Spaces" grant programme which has just launched to match our NCIL funding.

We will also apply to National Lottery Community Fund for funding for any shortfall and towards Phase 2 works.

We have a panel of grant funders to apply to for additional funding towards the various Phases and will also be approaching local businesses for collaboration and funding.

- *If you already do, or intend to work with other organisations please outline this.*

We regularly work with a large range of organisations in Barnet & Brent and further afield including 26 Primary schools, 18 Senior schools, 6 SEND schools, 2 Further & Higher Education colleges / universities, 22 youth & community groups, 3 adult groups and 34 uniformed youth groups. We work in partnership with a number of organisations including Barnet Council, Brent Council, Young Barnet Foundation, John Lyon's Charity, Port of London – Active Thames, Metropolitan Police Youth Engagement, Royal Yachting Association & British Canoeing providing a range of free or subsidised activities to disadvantaged groups.

- *Please outline what consideration that has been given to **social value** in the procurement of goods or services, specifically in the use of volunteers as an alternative to paying a supplier, using local Barnet suppliers, the sourcing of recycled materials}*

We always involve volunteers in our projects and currently rely on volunteers for maintenance and small projects around the site. We plan to use Club and CSR volunteers when the building is handed over to complete decorations, commissioning and fit-out the building.

We also plan to approach local businesses for donations of building materials, labour, funding, specialist installations such as kitchen, CCTV and alarms and electrical equipment. Our Architect and Contractor is a local business, based in Golders Green and is working closely with us to achieve best value for money.

Where acceptable, we will use recycled materials. We have sourced 2 second hand Site Buildings through auctions and donations to act as temporary storage and changing rooms whilst the building works are carried out. These will be resold when the space is re-provided.

**No ongoing revenue costs**

Phoenix Canoe Club & Outdoor Centre always plan to cover its running costs through earned income. We also allow for regular fundraising for equipment renewal and new projects from a bank of grant funders.

### **COMMUNITY BENEFITS**

*{The scheme should be considering the providing the **widest community benefits** possible.*

*Please describe the outcomes and benefits provided by the scheme and outline how these have been assessed. Please include **insight and data** you have gathered to support the funding for the scheme, and to measure the success of it after delivery.*

We have attached a copy of our Headline Business Case & Feasibility Study prepared by Sporting Assets Limited. The report was put together based on a range of consultations and interviews with a wide range of users, members and the public. Although this was prepared in 2019 for the original scheme, the content and findings are largely the same and still relevant.

Phoenix Canoe Club Limited has recently been assessed through the Community Benefit Assessment Tool (CBAT) and has been granted a 100% discount on its rent from Barnet Council, for a second term of 5 years.

In 2022, the Canoe Club and Outdoor Centre provided nearly 10,000 visits (based on a 2 hour session per person)

*Please ensure consideration has been given for any **consultation or engagement** that may be required – for example with residents, community groups, local businesses, other ward members.*

We have attached some letters of support which provide an overview of our regulators and users views on our activities and support for a new building. Again, this is for the original scheme, but we believe the comments are still relevant.

*Please describe the **environmental impact** of the scheme, the positive impact on the borough's carbon and ecology impact, or at least ensuring it is neutral.*

The building has been designed as timber framed and clad, double glazed and highly insulated building providing a low carbon footprint. Instead of concrete foundations, the building is supported on a network of lightweight steel ground screw piles. These are installed in a few days rather than weeks and as well as cost saving, they avoid excavations, muck-away and high carbon content concrete. The existing concrete slab is retained and used as oversite concrete and holes formed through the slab where needed for the screw piles. The screw piles have 50% less embodied carbon than traditional concrete foundations. We are planning for supplementary electric supply from solar panels and heating with zoned infrared panels. Lighting will all be based on LED's, providing a low energy consumption building.

Phase 2 will include for a sewage treatment plant onsite, based on the Klargester biodisc system which will reduce the emptying requirements by 60%, thus saving heavy goods vehicle journeys. We will also include cycle racks and EV charging points to encourage green transport.

*Please ensure that the scheme has considered **equalities and diversity** and relevant protected characteristics as outlined under the Equalities Act 2010.}*

<b>Lead Officer Review – if required</b>	
<b>Lead Officer</b>	
<b>Date</b>	
<b>Assessment &amp; Recommendations</b>	

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# PHENIX

## OUTDOOR CENTRE

Headline Business Plan - April 2021 to 2024



Prepared by: Sporting Assets

August 2019

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## 1. Strategic Overview

*A strong, established basis on which to build...*

- The redeveloped Centre has the potential to be successful, serving a growing and diverse local population; and to provide users and a wide range of organisations with sport and leisure activities at an affordable rate with clear social impact.
- The Centre has a unique location and is a green and wildlife heritage haven in an otherwise heavily urban north London, with an estimated local population (Barnet and Brent) of around ¾ million; with more population growth predicted including near the Centre in West Hendon.
- The Centre Director has good and established relationships with key partners and has already driven demand for the water sports on offer.
- The inclusive approach to bringing in those who may not otherwise experience water sports is particularly valued by partners, and many partners recognised the contribution this made to supporting young people's development more broadly, particularly to those 'at risk'.
- All of this supports the Trustees' vision for the Centre of a financially sustainable, well used centre of sporting opportunities with outreach across the local community and a focus on the environment and how things are done as well as what is done.
- The Club and Centre has a diverse range of coaches and volunteers, many who have come through the Club training programme

*A need to plan and manage the change at a level of detail...*

- The planned Steering Group needs to take the load on the redevelopment, freeing up the Centre Director and the Trustees as much as possible so that they can keep line of sight on ongoing day to day activities, on raising funds and on implementing the new operational plan once the centre has been rebuilt.
- The transition period will need to be carefully managed, particularly on timing to ensure it is as seamless as possible and that existing users stick with the Centre whilst potential new users have the Centre marketed to them at the right time.
- The planned rebuild of the facilities is welcomed by local stakeholders along with the Trustees' vision for both sport, community and environmental impact and protecting the heritage of this unique site. Given the size of the POC team, keeping future commitments within what is do-able, budget and capacity wise should be a priority. In particular, the new offer of meeting rooms, café and the climbing wall will need to be promoted so as not to demand too much, too soon for the developing capability of the team to deliver to standard.
- The Trustees should have regular oversight of all services offered to ensure they are in line with the Charity's Articles.

*A greater commercial focus and a bigger role for communications...*

- The Trustees need to oversee the planning of a wider range of sports and activities at the Centre, constantly ensuring that it is still meeting Club members' and users' needs in an age of many different options for leisure time. Once redeveloped, the Centre is likely to employ more people and to have more of a financial burden, therefore continuing to take, and

indeed sharpening, the commercial approach will be vital including planning for adequate working capital and a healthy reserves pot. The need to train and upskill its workforce will be a key necessity for continued subsidised training and support.

- A key skill area within the Board of Trustees is likely to be a greater role for marketing and communications support for the Centre staff in promoting the offer, in real time, to members, other Centre users, local people and partner organisations, through traditional and social media; and given the LBB sport hub planned opposite, in collaboration with them to an extent.
- Equally, club member, user and user organisation feedback on what is wanted, and when, should be regularly sought and acted on.

#### *Binding in a wider user group and delivering for the community...*

- The core water sports offer, which is tried and tested, will continue to be the bedrock of what POC does and is largely known for. With better facilities, that offer can be enhanced both in terms of volume and quality of experience for the participant.
- The Centre and the Phoenix Canoe Club could potentially be a feeder for more specialised clubs around the Welsh Harp. This would be welcomed by the other clubs and would need their active engagement. On the other side, it would be worth exploring what those more experienced clubs and their members could offer back to POC, particularly in coaching and mentoring young people 'at risk'.
- The climbing wall would seem to be a sensible development, given some of the target client group. The Laburnum boat club in Shoreditch, which has similar outreach, has successfully included a climbing wall in its offer. The activity will be included in its offering to schools, youth and community groups and Camp Phoenix school holiday activities. There may be opportunities to widen the scope for public use at set times and days.
- The meeting rooms will be a new offer. The location is likely to be attractive and draw in a wider customer base than the Centre has had hitherto. Pricing and marketing will be key; and weighing up secure longer-term contracts for a fixed price versus more ad hoc use but possibly more lucrative will need to be considered.
- The downside is the lack of public transport to the site with an estimated 15-30 minute walk time from a public transport route. It would be worth discussing this with other local stakeholders and TfL with a view to provision of a Hoppa bus route. The Centre already gives those who book information on how to get to the Centre and details of special free transport for school groups. Continuing to do that in the future as bookings are taken will be important so that customers feel they get a good all-round service with key information on travel offered. The parking available would seem adequate for normal usage, and flagging it to new users when booking will be helpful.
- The running of the café can be done in several ways, initially, it is planned to be rented out to a charitable organisation to run on a day-to-day basis.

#### *Proof of Concept...*

- With a new building and a wider offer, the first few years will be a period for 'proof of concept'. In day to day terms, the Centre Director will be making adjustments but beyond that there should be planned, regular review points during the first few years of the new

operation e.g. at 1 month, 3 months, 6 months, 9 months, 1 year, 18 months to assess whether at the strategic level the offer is having the social impact expected, that income and expenditure are sustainable, and that the staffing and wider operational model are optimal.

*A potential collaborative opportunity...*

- The planned redevelopment of the site on the other side of Cool Oak Lane by London Borough of Barnet (LBB) as a new 'sports hub' is an opportunity for the POC to be regarded as an enhancement of what that sports hub will offer. Therefore, continued close and collaborative work with LBB will be critical both at Councillor and officer level. This could help drive footfall that would otherwise not come to the POC, and in turn stimulate new members and sports facility/café/meeting room users.
- There is a potential risk that the new sports hub could overshadow POC and/or become a competitor if a collaborative approach is not taken on both sides.

*Capturing the POC's impact...*

- Given the apparent social impact that the Centre has, and which is seen as one of its USPs, having a systematic approach to capturing what that impact is will help keep the Centre's focus as more opportunities emerge. The Centre already collects data including age, gender, activity and post code for all participants and will increase this to include outcomes.
- A formal Theory of Change is included in Section 9 and will be updated and amended to suit the evolving activities and user groups.

## 2. Introduction

Sporting Assets have been engaged by Phoenix Outdoor Centre (POC) to assess whether there is a long-term sustainable business model that POC can develop that will support the investment needed for its redevelopment and to help create a sustainable community sports business.

This document is a summary report and business plan which aims to describe how the POC can develop over the three years from April 2021 when it is expected that the new building will be operational.

### ***Scope***

This document has been prepared only for Phoenix Outdoor Centre and solely for the purposes and on the terms agreed in our agreement dated 28<sup>th</sup> February 2019. We accept no liability (including negligence) to anyone else in connection with this document.

In preparing this document, and the accompanying financial forecast, we have used data and assumptions from a variety of sources, including (but not exhaustively) POC trustees and staff, the London Boroughs of Brent and Barnet, and current and potential users. We have not sought to establish the reliability of these sources or verified the information provided.

### ***Methodology***

In undertaking this project, we have met with the Trustees, spent time discussing the current operation and future plans in detail with the Centre Director and visited the facility several times. We have considered other broadly similar facilities that we know. We have reviewed the 2018 accounts.

We have discussed with the Centre Development Director, the accounts, the usage of the facilities, and the expectations of future meeting room and other room bookings. We have shared this draft headline business plan and the financial forecast with the Centre Development Director and taken his views into account.



### 3. Current Situation

#### ***Legal structure***

Phoenix Canoe Club Limited is a registered charity, no. 1148787 and a company limited by guarantee, registration no. 8002910. Phoenix Canoe Club and Phoenix Outdoor Centre are trading names of Phoenix Canoe Club Limited.

The Trustees are separately considering whether they might become a Community Benefit Society and undertake a Community Share Offer which would raise some capital for the redevelopment.

#### ***History***

The Phoenix Canoe Club was formed in 2004 and operates from an old wooden building in Woodfield Park playing fields, Cool Oak Lane in West Hendon next to the Welsh Harp Reservoir in north London. It is very near the Brent Cross shopping centre, the M1 and the North Circular Road. The Club is affiliated to British Canoeing and has its own membership base and runs regular recreational activities including training courses, flat water, white water and surf trips, pool sessions, and international expeditions.

Phoenix Outdoor Centre commenced in 2011 and is a British Canoeing Quality Mark Centre, Royal Yachting Association Training Centre and is licenced by the Adventurous Activities Licencing Authority. It offers pre-booked activities and courses to schools, youth and community groups, Pupil Referral Units and businesses as well as “Camp Phoenix” courses and activities during the school holidays. In 2017 they had over 7,000 individual 2 hour standard sessions.

#### ***Facilities***

POC is located on the banks of, and uses, the Welsh Harp reservoir under licence from and as a Constituent Body of the Welsh Harp Sailing Association.

The Club House has basic changing and toilet facilities, a small club room with a kitchen and externally, a slipway, pontoon and storage facilities for the club equipment. There is a large range of kayaks including white water, slalom, freestyle, surf, sit-on-tops, sprint, stand-up paddle boards, open canoes, bell boats, sailing dinghies, windsurfers and safety power boats. The Centre has seen increased use of the facility in recent years, but it is clearly in need of redevelopment. Planning permission has been granted from LBB with work to start by autumn 2020. Cost estimates suggest it will cost £1.825m to build with a further £275k needed to fit out and commission the new build as well as provide working capital.

The planned redevelopment will comprise a single building over 2 storeys with:

- changing rooms/toilets including disabled provision
- boat/canoe/board/PPE equipment stores
- a climbing wall
- a reception area
- a club room

- a training room
- a community café
- meeting room
- a vegetable garden
- a laundry
- car parking and cycle racks
- a renewed track from Cool Oak lane

### ***Governance***

Phoenix Canoe Club Limited was incorporated in 2012 and has 8 Trustees:

Andy Moore – Chair & Business Development  
 Barry Varley – Finance Governance  
 Tim Rice – Employment & Volunteer Coordinator  
 Julia Touloumbadjian – Building & Development  
 Dittany Bak Olesen – Social Engagement  
 Nick de Naeyer – Publicity & Profile Development  
 Mandy Gordon – Policies & Guidelines  
 Fran Edwards – Education Advisor

It has a fundraising sub-committee that will take the lead in raising the funds for the redevelopment with specialist consultant support as needed, reporting to the Trustees.

The redevelopment will be overseen by a specialist steering group bringing together those with experience of construction projects and redevelopments. Again, it will report into the Trustees, one of whom will be a member of the Steering Group.

### ***Management structure***

Day to day management of the Centre is carried out by the following staff:

- Phil Atkinson, Club chair and Centre Development Director
- Mark Underwood, Centre Activities Manager
- Jack Day, Lead Instructor
- Sessional and volunteer coaches

### ***Users and services***

POC is known for, and prides itself on its outreach work to local young people. This includes schools, youth and community groups, pupil referral units, specialist schools and groups of adults with learning difficulties and those with physical disabilities for whom there is a boat and hoist available. As well as working in the local area, because of the specialised sports and activities on offer the club draws in those from across north London and the surrounding counties. It is seen as a valuable resource by the two 'host' Local Authorities Barnet and Brent.



The Centre works with 58 primary and senior schools, some with their own specialist units, 8 specialist SEND schools, 3 PRU's and 7 further and higher education establishments. They also work with 46 uniformed youth groups and 24 community groups. The User Groups provide a good representation of the diverse multi-cultural and faith communities in the area and only represents a small proportion of the available market.

The POC has wide appeal and is a training centre for the range of water sports on offer, with opportunities for members to join the sailing clubs around the Welsh Harp to take part in sail racing. There is some provision of away-day type activities for corporate customers. Around the water is the Capital Ring walking route, and the area near the POC is well used by walkers, cyclists and local dog walkers particularly. The POC kitchen/snack bar and toilets are currently only open to POC users.

## **4. Feasibility Study**

### **4.1 Introduction**

In order to assess the feasibility of the planned redevelopment the following studies have been carried out:

- Assessment of local demographic characteristics
- Review of local, regional and national strategies
- Assessment of local demand and supply of the services that POC offers

These studies have been done to test the project concept by setting it in context strategically, demographically and financially. The studies use objectively researched evidence to assess the demand for the scheme and identify its likely competitors.

These three pieces of work have been included in full in Appendices 1, 2 and 3. The summaries are as follows.

### **4.2 Local demographic characteristics**

The population of both Brent and Barnet are going through a transformational growth with a significant amount of the development taking place in an area within walking distance of POC. This will naturally bring about opportunities both sporting and non-sporting, and provides a strong platform for the argument that special places like POC need to be invested in.

Although the demographics of Barnet and Brent are very different (particularly when it comes to diversity) both of the Boroughs share some worrying statistics when it comes to inactivity for adults, with both in the bottom third of London Boroughs. The drivers behind the inactivity are likely to be different as will the solutions, which will need to be targeted differently.

The appeal to young people can cover a wide range of approaches. Brent is behind only one other London borough when it comes to childhood obesity. There are opportunities to provide new skills and training by working with RYA and other partners, as well as offering access to activities perhaps uncommon to children living in nearby areas of high deprivation. The Sport England data gives an indication of a high level of young families, which provides opportunities both for the daytime use of the ancillary facilities, and then as an entry point for water sport through holiday courses and links with schools.

The uniqueness of the Brent reservoir, the number of local residents, the appeal of the new facilities at POC and the shared interest of Brent and Barnet Council (and others) in preserving the heritage of Brent Reservoir as a place of leisure activities and access to the natural environment, could all combine to make for an appealing offer to help children learn about the environment and the reservoir.

Increasing volunteering appears across virtually every strategy from Barnet Council to Sport England to British Canoeing. The volunteering levels for Barnet and Brent are both under the London average and the national average. POC offers an interesting, rewarding, arguably unique place in the area to volunteer and learn new skills, and therefore focusing on the opportunities for volunteering and how the new facility would help is important.

### **4.3 Review of key national, regional & local strategies**

Having reviewed key National, Regional and Local strategies, the following themes emerge:

- The move away from ‘sport for sport’s sake’ to sport and physical activity as a means of delivering social impact through tackling inactivity and improving health and wellbeing, particularly amongst children and young people
- Five leading outcomes for sport and physical activity now widely adopted: physical wellbeing; mental wellbeing; individual development; social and community development; economic development
- Reaching out to the wider community and the targeting of activities towards children and young people, women, disabled people, those in lower socio-economic groups and older people
- Support for and development of alternative business models and delivery partnerships, in particular using social sector organisations to deliver community services
- The opportunities to bring together Londoners of different backgrounds particularly multi-faith
- Increased importance and effectiveness of multi-sports clubs/community hubs
- Enhanced opportunities for positioning Phoenix Outdoor Centre as a key partner for the development and delivery of facilities and activities within Barnet
- Environmental benefit that POC can bring to help manage the reservoir and green space
- Support for and development of alternative income streams
- Greater importance attached to demonstrating the impact delivered by POC
- The pressure to develop/invest in community facilities with the increased houses in the local area
- Volunteering and the (increased) opportunities that POC offer, particularly for younger people

### **4.4 Demand and supply of water sports and other outdoor adventurous activities**

POC has a significant catchment advantage given the large number of people living within north-west London and the relative lack of water-based and other outdoor adventurous activities in the surrounding area. POC can offer a valuable introduction to canoeing, kayaking and sailing, a gateway to water sports participation at bigger sites (e.g. Lee Valley, coastal areas) and also a convenient place for enthusiasts that don’t have the time/resources to travel further afield. It is also well placed to offer additional activities such as climbing, Forest school and outdoor gym.

In terms of unmet/latent demand, there are a number of routes for POC to explore to stimulate new business; this task will no doubt take time, but if only a very small percentage of contact organisations take up activities at POC's site it will have a significant, positive impact in terms of usage and in turn, income.

## 5. Designs and planning

POC has worked with Barratt Metropolitan, the developer of the local housing regeneration scheme, and their design team to redesign the grounds and headquarters, for which it achieved Planning Permission approval in late 2017. POC has also progressed the following:

- Became a Constituent Body member of Welsh Harp Sailing Association
- Signed a new water licence and agreement to use the Welsh Harp reservoir
- Agreement with LB Barnet for additional land to be included in the site area
- Completed a Community Benefit Assessment Tool exercise with LB Barnet
- New 25 year lease with LB Barnet

The new Centre will provide the following accommodation:

### Ground Floor

- 4 x 15 person changing rooms which will provide better flexibility, gender and age group separation, facilities for the disabled and showers for all
- A separate changing room, shower and toilet for the disabled
- Reception, office and staff room with staff changing rooms
- Outdoor covered briefing area
- Personal Protective Equipment Store & laundry
- Canoe Store to house kayaks, canoes, power boats, paddles etc
- Community Café providing employment for adults with learning difficulties
- Stairs and lift to 1st Floor
- Fully accessible inclusive building

### First Floor

- Large General Purpose Club Room
- Training Room and Meeting Room
- Kitchen and Store
- Breakout seating area
- Male, Female and Disabled Toilets
- Terrace overlooking reservoir

### Outside

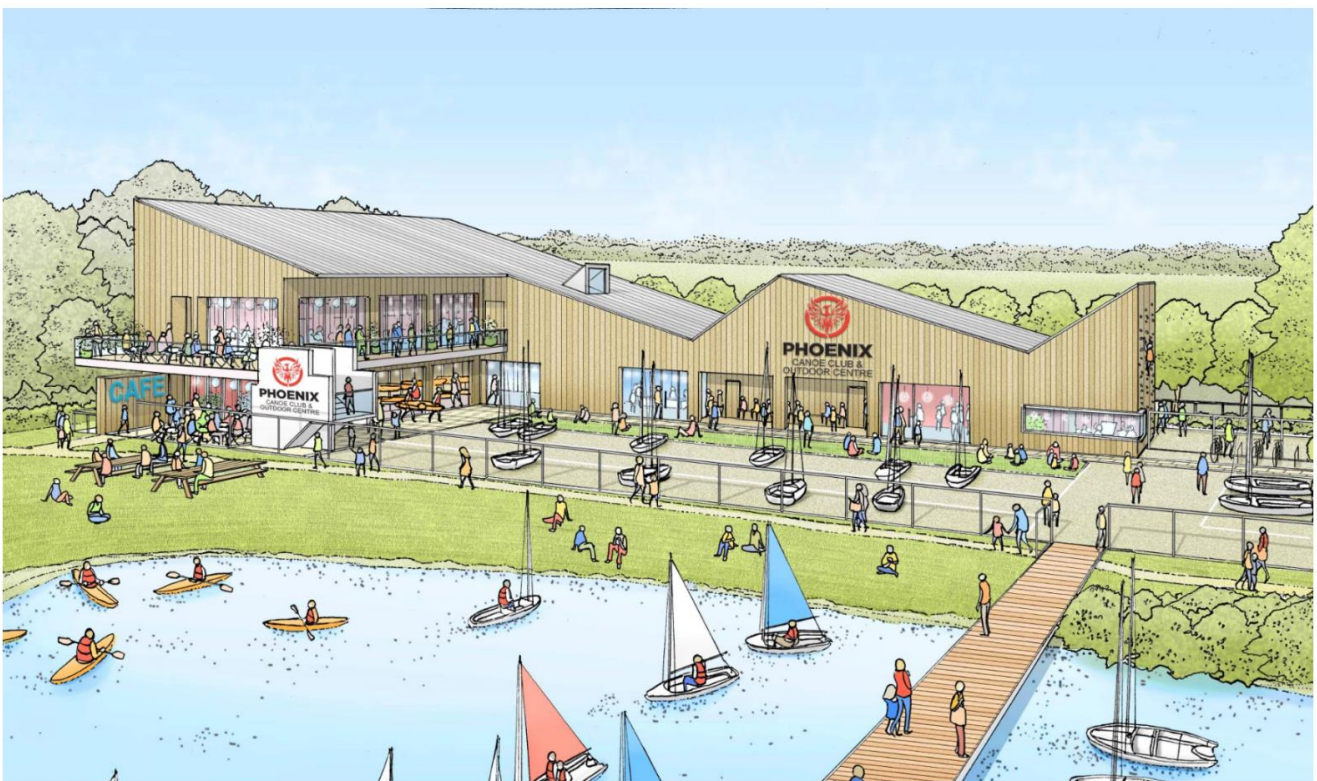
- Car parking for 12 vehicles including 2 disabled bays and electric car charging points
- Cycle racks for 10 bicycles
- Trailer Park
- Boat Park for 24 sailing dinghies
- Climbing wall
- Wider access to the water with beach area for dinghy and windsurf launching
- Hard permeable landscaping
- Vegetable garden linked to the Community Café
- New landscaping and planting

## Servicing

- Solar panels for electricity generation
- Mechanical ventilation with heat recovery
- Air source heat pump to provide low cost, energy saving heating
- Grey water collection system
- Biodisc sewage treatment package
- High levels of insulation for heat conservation
- Electric immersion heater and point of use water heaters

A selection of designs have been included in Appendix 5, with further information and the full set of designs available at: <http://www.phoenixcanoecub.co.uk/new-building/>

An artists' impression of the exterior view is as follows:



## 6. Sources and uses of funding

### Uses of funding

The bulk of the funding required is for the facility construction, with additional amounts required for fit out costs and working capital for the first few years of operations:

Item	Cost	Notes
Facility construction	£1,825,000	Budget cost figure includes external works and 10% contingency.
Fit out costs	£125,000	Fittings, furniture & equipment including extending fleet of boats and safety equipment.
Working capital	£150,000	Working capital buffer for first 3 years of trading, while customers and services ramp up.
<b>Total</b>	<b>£2,100,000</b>	

### Sources of funding

POC aims to secure the funding from a blend of grants, donations and social investment:

Source	Amount	Notes
Grants	£1,840,000	<p>A funding search has been carried out which shows a range of social sector and sports grants available to POC.</p> <p>The grants available have been split into 3 categories of likelihood and priority with a percentage target against each one:</p> <ul style="list-style-type: none"> <li>• High priority: £1,104,000 (60%). Large grants from key sector funders.</li> <li>• Medium priority: £552,000k (30%). Smaller grants from sector funders and larger foundations.</li> <li>• Low priority: £184,000 (10%). Grants from smaller foundations.</li> </ul> <p>This results in an initial combined target of £1,840,000 which will be re-assessed over the coming months as applications are made.</p>
Businesses and individuals	£30,000	A list of local businesses has been prepared. They will be approached in time with the offer of sponsorship or donations.
Individual donations	£30,000	The POC trustees have experience of connecting projects to high net worth individuals who are interested in the impact.
Social investment and match funding	£200,000	<p>As per section 8.2 social investment could be raised in the form of community shares, secured loans or unsecured loans.</p> <p>The normal case financial assumptions in Section 8.3 forecast a profit of £92k per year from year 3 of the new centre, which would enable POC to take on and service social investment.</p> <p>Investment terms such as the interest rate and repayment term would depend on the type of investment raised and the investors targeted.</p>
<b>Total</b>	<b>£2,100,000</b>	



## 7. Potential revenue streams

The potential new revenue streams are as follows. The main assumptions behind each revenue stream are listed in the next section, with the full list in Appendix 4.

### ***Fitness classes***

Given the local demographics and the new space available for yoga, Pilates and other class-based activities it would seem likely that a regular schedule at convenient times would draw in women particularly.

### ***Climbing Wall***

The redevelopment will include a climbing wall. Specific staff would be suitably trained to supervise use of the wall as would some volunteers, a few of whom may be dedicated to this activity.

There are no floodlights in the plan that has planning permission, therefore it assumed that the wall will only be used during daylight hours. If it proves to be popular temporary floodlights (which we understand do not need planning permission) could be explored, particularly during the winter months to assess the cost benefit of permanent ones.

We have assumed that the climbing wall will be used by a variety of user groups. It will have 4 climbs of varying difficulty and will be able to take up to 16 people per session.

We have assumed that the average week's timetable would see the majority of weekday use by schools, in particular as part of the GCSE and BTEC curricula. However, outside of school hours it could be used on a pay as you go basis by both adults and young people at times to suit the staffing schedule.

### ***Open water swimming***

The top-level demand analysis suggests that swimming would be popular with sections of the growing population. Open Water Swimming has seen a substantial increase in last year according to Sport England's Active Lives Survey with an 80% increase in people regularly (twice in the last 28 days) participating in open water swimming, a rise of 250,000. The Outdoor Swimming Society lists venues and events: <https://www.outdoorswimmingsociety.com>

It is reported that events sell out in minutes and the activity was featured on the Radio 4 PM programme on 19 July: <https://www.bbc.co.uk/sounds/play/m0006tzw> (from 40.24 minutes to 44.36)

Safety would be a top priority and planning this may take some time. Offering a safe but distinct experience to indoor pool swimming, in supervised groups when the water is not much used by other craft would seem to be worth exploring.



### **Meeting rooms**

The club room (48 person capacity), training room (21 people) could be available to hire as well as the dedicated meeting room (21 people). Combined capacity in close seating theatre style is 152.

An example of a local community providers meeting room rates is below:

Main Hall (up to 100 people) £20 – £70 per hour

Small Hall (up to 50 people) £15 – £55 per hour

Room (up to 12 people) £10 – £30 per hour

The working assumption is that the new facility will not be licensed for the sale of alcohol, but the Trustees may want to keep this under review. For events such as weddings or evening dances (166-person capacity) it is assumed the alcohol can be brought to the event. A licence for the playing of music will be required for such events.

More generally, having long term secure contracts for room hire e.g. with a local authority, corporate or the NHS will provide a steady, known stream of income.

### **Forest School**

Forest School is a specialised learning approach that sits within and complements the wider context of outdoor and woodland education, usually for primary school aged children. Schools often arrange occasional outdoor activities for pupils, but Forest School is a regular, long-term process, rather than a one-off. Typically, children will attend forest school sessions six to 12 times a year, ideally throughout the four seasons. Despite the name, Forest School can take place in any natural outdoor environment, which may be on school premises or in the local area.

There are two main routes to establishing a Forest School programme: employ (or contract in the services) of an existing Level 3 Forest School practitioner, or train an existing staff member to become a Level 3 Forest School practitioner. POC could therefore train a member of its staff to develop and deliver a forest school programme in and around the woodland, green spaces and shoreline of Brent Reservoir, and even deliver at locations further afield. This could generate useful additional income during the quieter periods of POC's programme. Further information can be found at [www.forestschoolassociation.org](http://www.forestschoolassociation.org). A further option would be to be partner with an organisation like Thames 21 which operates as an education centre on the Brent side of the water, offering day outings and similar to school children.

Such schools are likely to need to be registered with Ofsted. Local Authorities or schools may offer funding and the Small Woods Association <https://smallwoods.org.uk/> has been known to fund them. The Forest School Association also say that where it is an 'early learning experience' eg. nursery provision parents would pay, as they would for a holiday club approach for older children.

### **Community café**

The café will have seating for 18 people inside and 32 outdoors. Priority customers will be users of the Centre more widely but it will also cater for passing walkers and cyclists as well as those who come to it as a destination in its own right. Views from the community underlined a wish for a café

that promoted healthy eating, so more of a 'canteen' offering the choice of a couple of main meals each day rather than just a 'coffee and cake' type café. The café will also provide catering to the meeting rooms but with a capacity of 18 when the weather is bad, income may be limited versus a steady staff costing. The Trustees consider that initially the café will be let to a concession, preferably in the charity sector, in return for a steady rental income. A factor the trustees will want to consider is the business rates position, which is affected by how the café is operated. The first year of operation will need some form of incentive such as a low or zero rental of the space.

### ***Other activities***

The Centre may want to explore other activities once the new building is in a steady state. Parkrun and Go Tri (Triathlon for those new to the sport) are popular for example and could be one off events or become a regular feature if proved cost effective. Equally Dragon boat racing got support from the community survey.

## 8. Financial

### 8.1 History

The 2018 accounts are summarised as follows:

Profit and Loss Account:

- The majority of income (67%) is from trading revenue; £124k out of £185k. Other income streams are £36k of grants (20%), and £24k gifts and donations (13%). Although there is some reliance on grants, gifts and donations, the majority of income coming from services.
- The major expenditure stream (55%) is staff costs; £84k out of £152k. Other major expenditure streams are £21k travel and trip expenses (14%) and £13k depreciation (9%).
- Net income was £33k in 2018 and £18k in 2017. The main reason for this increase appears to be an increase in gifts and donations from £444 in 2017 to £23,997 in 2018.

Balance Sheet:

- The balance sheet is healthy, with £45k fixed assets comprising plant and machinery, and £69k of net current assets, mainly made up of £76k cash at bank.

The accounts were independently examined by an external accountant.

### 8.2 Financial forecasts - assumptions

A cashflow forecast has been prepared to estimate current operating income and expenditure and compare it with income and expenditure under the new facility, once it is operational. The following main assumptions have been used:

- Revenue:
  - Existing sports revenue streams such as Camp Phoenix and school groups increase by 5%, 10% and 15% for the 3 first years of the new facility.
  - Other revenue streams such as fundraising, revenue grants and memberships increase by 5%, 10% and 15% for the 3 first years of the new facility.
  - Training/fitness room income is £60 per booking, with 3 bookings per week in year 2 and 4 bookings per week in year 3.
  - Climbing wall hire is possible for 25 weeks per year. Income is £160 per booking, with 4 bookings per week for half the year in year 1, 6 bookings per week in year 2 and 8 bookings per week in year 3.
  - Open water swimming is possible for 32 weeks per year from year 3, spread over 2 sessions per week. Income is £5 per customer, with 120 customers per week.
  - Meeting room hire is £50 per booking, with 3 bookings per week in year 2 and 4 bookings per week in year 3.
  - Forest schools income is £8 per child, with 16 children per session and 6 sessions per programme. There are 9 programmes per year in year 2, and 12 programmes per year in year 3.

- Café and catering is delivered by an external operator, ideally one which has experience in running other community cafés. This arrangement will be for free in year 1 to build customer numbers, and the operator will pay PCC a fee of £5k per year from year 2 onwards.
- Expenditure:
  - The current staffing model, a head of facilities and business development (Centre Director) supported by 3 coaching staff, continues, with 5% increase in salary each year to retain staff.
  - Repairs and maintenance for the facility scales up to £9k per year, and there is an annual £7.5k sinking fund built up for major repairs and maintenance.
  - Contingency of 5% of costs is built in.
  - Other costs either remain constant at 17/18 levels or increase by 15% per year to match the increase in existing income.

The full list of assumptions has been included in Appendix 4.

### **8.3 Financial forecasts - outputs**

The resulting cashflow forecast is on the next page, with graphs summarising the results on the page after. The main points to note are:

- The current facility already makes a profit of £37k, therefore the addition of new revenue streams further increase profit, reaching £117k by year 3.
- Using the current assumptions, the new revenue streams total £87k by year 3, which is 27% of revenue. Therefore the bulk of revenue (73%) is made up of existing revenue streams such as school groups and Camp Phoenix, which increase year on year due to the demand for these activities in the area and the ability to deliver more due to the new facility.
- The main increases in costs due to the new facility are staff and facilities maintenance costs.
- Due to the profitability of the centre, social investment could be a possibility should grant funding not cover the full cost of the new facility. This could take the form of:
  - Secured loan: Depending on the conditions of the lease and other grant funders, it may be possible to secure a loan against the land and facilities.
  - Unsecured loan: If a secured loan is not possible, an unsecured loan may be used. Due to the lack of security, the repayment term is typically shorter, and the interest rate typically higher than a secured loan.
  - Community shares: A community share offer could be attractive to investors given the potential for interest.
- It is recommended that the trustees and staff review the assumptions in detail. At the moment there is a large increase in existing revenue, plus the new revenue streams, but limited increases in costs apart from staffing and facility repairs and maintenance. An assessment should be made on whether additional costs need to be built in for staff, or any other resources required to deliver the new revenue streams. Once the assumptions have been reviewed, an assessment can be made of the level of social investment that could be raised.

**Phoenix Canoe Club**  
**Cashflow Forecast**  
**Base Case Version**

Current Facility	New facility		
	Year 1	Year 2	Year 3

**Operating cashflows**

**Existing Income**

Camp Phoenix	£30,243	£31,661	£34,496	£39,221
Centre Course	£17,000	£17,447	£18,789	£21,473
Club Course	£8,711	£8,711	£8,711	£9,800
Paddle Party	£7,497	£7,699	£8,307	£9,523
Pool Sessions	£2,520	£2,520	£2,730	£2,940
Private tuition	£7,106	£7,390	£8,101	£9,238
River Trip	£2,340	£2,340	£2,520	£2,880
School Groups	£61,658	£64,670	£71,048	£81,679
Taster Session	£1,425	£1,425	£1,500	£1,725
Revenue grants	£35,869	£37,662	£41,428	£47,642
Fundraising events	£8,809	£9,249	£10,173	£11,698
Memberships	£1,365	£1,430	£1,560	£1,755

**Total Existing Income**

**£184,542      £192,204      £209,363      £239,574**

**New Income**

Training/fitness classroom bookings	-	-	£8,640	£11,520
Climbing wall hire	-	£7,680	£24,000	£32,000
Open Water swimming	-	-	-	£19,200
Meeting room hire	-	-	£7,500	£10,000
Forest school	-	-	£6,912	£9,216
Café and catering	-	-	£5,000	£5,000

**Total New Income**

**-      £7,680      £52,052      £86,936**

**Payments**

Staff - Centre	(£82,880)	(£102,540)	(£107,667)	(£113,050)
Activity costs	(£26,310)	(£30,257)	(£34,795)	(£40,014)
Facilities maintenance	(£4,694)	(£7,500)	(£13,500)	(£16,500)
Facilities costs	(£3,330)	(£3,330)	(£3,330)	(£3,330)
Other costs	(£30,429)	(£28,324)	(£25,941)	(£26,650)
Contingency	-	(£8,598)	(£9,262)	(£9,977)

**Total Payments**

**(£147,643)      (£180,548)      (£194,495)      (£209,522)**

**Total Operating Cashflows**

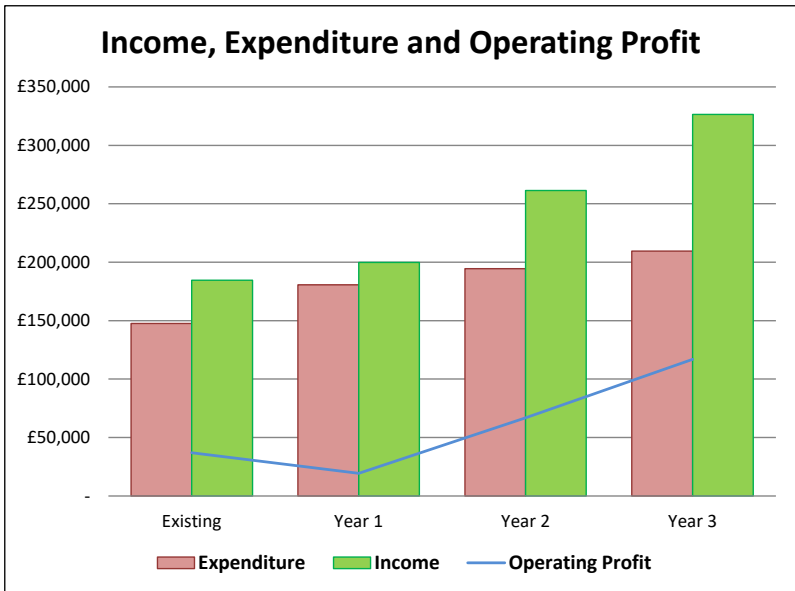
**£36,899      £19,336      £66,921      £116,988**

**Net cashflow**

Opening cash balance	-	£36,899	£56,235	£123,155
Movement in period	£36,899	£19,336	£66,921	£116,988

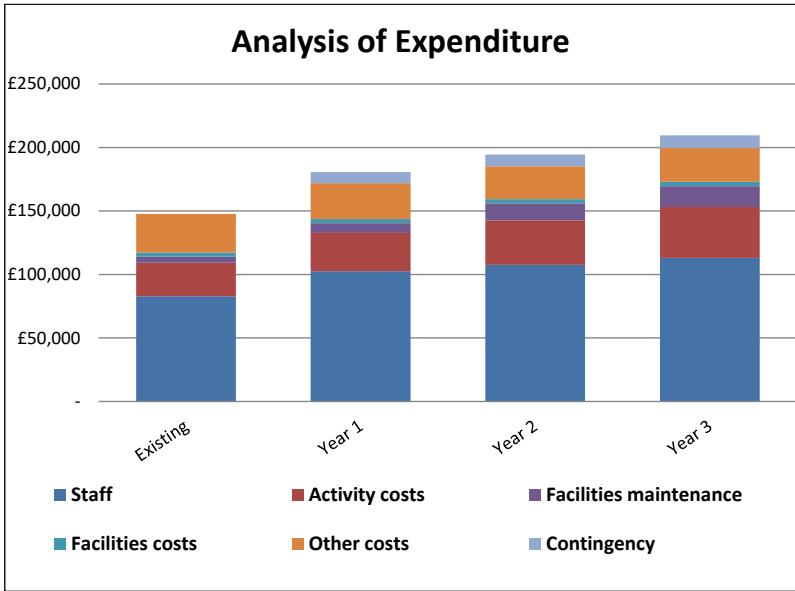
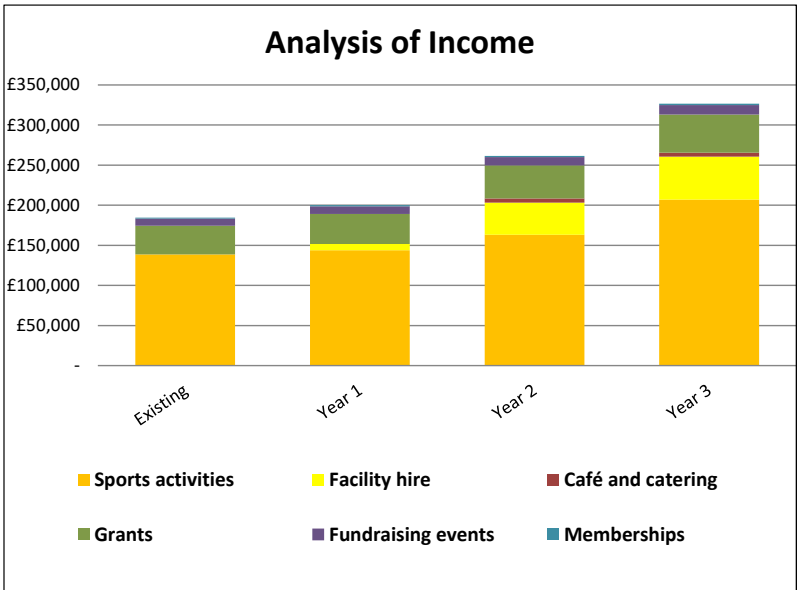
**Closing Cash balance**

**-      £36,899      £56,235      £123,155      £240,143**



Profitability drops in the first year of the facility, while new income streams are still ramping up, but then surpasses existing profitability from year 2 onwards.

Sports activities, such as Camp Phoenix and school groups, still make up the bulk of income, with facility hire and café and catering income supplementing this once the new facility is open.



Staff costs remain the highest type of expenditure.

## 8.4 Financial forecasts - potential uplift

A second scenario has been created to account for potential uplift in the financial projections. The assumptions have been amended as follows:

- Revenue:
  - Existing sports revenue streams such as Camp Phoenix and school groups increase by 15% per year for each of the 3 first years of the new facility.
  - Other revenue streams such as fundraising, revenue grants and memberships increase by 15% per year for each of the 3 first years of the new facility.
  - Climbing wall hire is possible for the full year in year 1.
  - Open water swimming is possible from year 2, with 90 customers per week in year 2.
  - Training/fitness room income is possible in year 1, with 2 bookings per week.
  - Meeting room hire is possible in year 1, with 2 bookings per week.
  - Forest schools income is possible in year 1, with 6 programmes per year.

The resulting cashflow is on the next page. As per the previous cashflow the Centre is profitable in all years, however in this scenario profitability is higher than existing finances from year 1 rather than year 2.

**Phoenix Canoe Club**  
**Cashflow Forecast**  
**Uplift Version**

Current Facility	New facility		
	Year 1	Year 2	Year 3

**Operating cashflows**

**Existing Income**

Camp Phoenix	£30,243	£34,496	£39,221	£44,892
Centre Course	£17,000	£19,236	£21,921	£25,052
Club Course	£8,711	£9,800	£10,889	£11,978
Paddle Party	£7,497	£8,510	£9,725	£11,144
Pool Sessions	£2,520	£2,730	£2,940	£3,360
Private tuition	£7,106	£8,101	£9,238	£10,517
River Trip	£2,340	£2,520	£2,880	£3,240
School Groups	£61,658	£70,871	£81,502	£93,727
Taster Session	£1,425	£1,575	£1,800	£2,025
Revenue grants	£35,869	£41,249	£47,436	£54,551
Fundraising events	£8,809	£10,130	£11,649	£13,396
Memberships	£1,365	£1,560	£1,755	£2,015

<b>Total Existing Income</b>	<b>£184,542</b>	<b>£210,778</b>	<b>£240,956</b>	<b>£275,896</b>
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**New Income**

Training/fitness classroom bookings	-	£5,760	£8,640	£11,520
Climbing wall hire	-	£16,000	£24,000	£32,000
Open Water swimming	-	-	£14,400	£19,200
Meeting room hire	-	£5,000	£7,500	£10,000
Forest school	-	£4,608	£6,912	£9,216
Café and catering	-	-	£5,000	£5,000

<b>Total New Income</b>	<b>-</b>	<b>£31,368</b>	<b>£66,452</b>	<b>£86,936</b>
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**Payments**

Staff - Centre	(£82,880)	(£102,540)	(£107,667)	(£113,050)
Activity costs	(£26,310)	(£30,257)	(£34,795)	(£40,014)
Facilities maintenance	(£4,694)	(£7,500)	(£13,500)	(£16,500)
Facilities costs	(£3,330)	(£3,330)	(£3,330)	(£3,330)
Other costs	(£30,429)	(£28,324)	(£25,941)	(£26,650)
Contingency	-	(£8,598)	(£9,262)	(£9,977)

<b>Total Payments</b>	<b>(£147,643)</b>	<b>(£180,548)</b>	<b>(£194,495)</b>	<b>(£209,522)</b>
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<b>Total Operating Cashflows</b>	<b>£36,899</b>	<b>£61,597</b>	<b>£112,913</b>	<b>£153,310</b>
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**Net cashflow**

Opening cash balance	-	£36,899	£98,497	£211,410
Movement in period	£36,899	£61,597	£112,913	£153,310

<b>Closing Cash balance</b>	<b>-</b>	<b>£36,899</b>	<b>£98,497</b>	<b>£211,410</b>	<b>£364,720</b>
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## 9. Social Impact

### 9.1 Objects

POC's charitable objects are the promotion of community participation in healthy recreation for the benefit of inhabitants of Greater London and the surrounding areas, by the provision of facilities for kayaking, canoeing and other outdoor sports.

### 9.2 Current impact

POC's current impact is as follows:

Physical health:

- POC provides a range of physical activities to groups of all ages, including kayaking, canoeing, SUP boarding, bell boating, dinghy sailing, windsurfing, powerboat training, rafting, team building, first aid training and orienteering.

Mental health and well-being:

- POC provides numerous volunteering opportunities for local people of all ages and abilities which encourage and support positive mental health.
- POC works with organisations such as Mencap and Mind to provide activities such as kayaking and sailing targeted to specific user groups.

Family, friends and relationships:

- POC runs various projects which help people improve relationships, for example team-building and motivation.
- The Outdoor Centre is open to the public, schools, youth and community groups, such as 22nd Southgate Scout Group and Hampstead Community Centre.
- POC runs projects which help reduce crime and anti-social behaviour, such as young offender reparation.

Employment, training and education:

- POC provides a pathway for volunteers and staff to develop their career skills. One example is the lead instructor who joined as an apprentice.
- POC regularly holds work experience sessions for local school students.

Conservation of the natural environment:

- Various on-site environmental projects take place such as litter picking and tree maintenance.
- POC maintains and protects the site as a Site of Special Scientific Interest (SSSI), which is a national certification given to key sites around the country.

### 9.3 Future impact

Redevelopment of the site will allow POC to offer additional activities, plus will provide additional spaces for POC and local groups to deliver a range of sessions. The additional impact created by the facility will be:

Physical health:

- Space will be available for POC or external providers to deliver yoga, pilates and fitness classes.
- The café will allow POC to act as a start and finish base for 5k Parkrun.
- Rock climbing will be available to all user groups.
- POC will be able to extend its activities in all current disciplines.
- POC will be able to hold after school satellite clubs.
- Open water swimming will be available, subject to agreement.

Mental health and well-being:

- The café and meeting rooms will allow POC to run isolation projects for lonely people and older people, such as weekly lessons and get-togethers.
- Enhanced facilities and equipment will allow POC to deliver more inclusion projects such as disabled sessions.

Family, friends and relationships:

- The meeting space and café will enable POC to connect families through sport, nature and the environment.

Employment, training and education:

- New training rooms will be available to all, enabling POC and partners to run British Canoeing and RYA instructor training courses, and to deliver health and safety training such as first aid and safety at work.
- The additional rooms will allow POC to partner with local colleges to offer an outreach centre for adult education.
- Additional volunteering and employment opportunities will be available, such as in the Community Café and vegetable garden.

Conservation of the natural environment:

- POC will retain and promote the heritage of the Brent Reservoir and Welsh Harp open space.
- POC will work with wildlife groups to promote and protect the local biodiversity.
- A Forest School will be created as an outdoor classroom.
- POC will create a planting scheme to increase biodiversity.

## 9.4 Theory of change

### Why we exist

- To unlock the potential in young people through learning & adventure in the outdoors
- To provide fun and exciting adventure sports in a safe and controlled environment



### Who we support

- Young people 9+
- Children with behavioral issues
- Children & adults with SEND disabilities



### How we support

- Schools and group activities
- School Holiday programme
- After school clubs
- Club trips and activities



### Our USP's

- Taking individuals out of their comfort zone
- Encouraging peer to peer support
- Provide route to succeed

### Outcome journey

#### Short term

#### Intermediate

#### Long Term

- Opportunity for distraction
- Escape from day to day life
- New practical skills
- Play outdoors

- Access to positive role models
- New positive friendships
- Confidence to complete challenges

- Increased respect for adults & peers
- More aspiration to try new things
- Happy and fulfilled in work, family and life
- Make positive contributions to society

### Wider impact

- Local authority – Reduced neighbourhood incidents
- Local Authority – Communities feeling safer
- Social – Improved connection with family, teachers & friends
- Work – Opportunities for employment & volunteering
- NHS – Healthier physical fitness & mental wellbeing



## 10.Environment

The trustees have put an emphasis on the environment as part of their vision for the future. The Centre plans to have solar roof panels to provide their power and to have a modern 'septic tank' for waste-water.

Given the primary focus of the Centre is sport and leisure activities they can aim to do more on the environment in how they do things rather than simply new initiatives.

This could include for example, no single use plastic in the community café, composting food waste and a strict recycle approach. POC plan to grow some of their own food for use in the café. More widely a premium can be put on encouraging biodiversity in the planting on the site and letting them grow organically. Stewardship of the water and shoreline can equally be done in an environmentally friendly way as possible to encourage wildlife and plant species.

More broadly, providing training and apprenticeships and supporting people in their career 'ladders' as well as welcoming volunteers from a diverse range of the local population. POC plan to provide volunteer opportunities for adults with learning difficulties in the café and kitchen garden.

The area is a fairly unknown part of north London's heritage and attracts wildlife enthusiasts and volunteers as well as delighting walkers, cyclists and water users who come across it for the first time. The Centre aims to link with other groups in the Welsh Harp area to preserve and promote the wildlife and biodiverse heritage.

As trustees sign off new initiatives, check and challenging themselves on the environmental impact will ensure it is always considered and seen as a reality rather than lip service. As programmes are delivered to school and youth groups as well as adults ensuring the 'green' message is prominent should help deliver the wider impact that the Centre seeks in its social mission.

## 11.Risks

The Trustees maintain a risk register and regularly review it. In terms of moving with the redevelopment these are the risks that we have identified:

### *Strategic risks*

	<b>Risk</b>	<b>Why this is a risk</b>	<b>Recommendations to address</b>
<b>1</b>	POC is not well known or easy to find	The location is not easy to find, nor readily accessible without a car.	<ul style="list-style-type: none"> <li>Continually broadening reach into the wider community of potential members and user organisations</li> <li>Promoting the location as a strength - off the beaten track and a haven. This includes road signage</li> <li>Focused marketing to the local community and regular users</li> </ul>
<b>2</b>	Catastrophic damage to the facilities	Loss of custom and contracts	<ul style="list-style-type: none"> <li>Adequate insurance</li> <li>Forward maintenance plan, regularly reviewed</li> <li>A back up arrangement with another Centre</li> </ul>
<b>3</b>	Reputational damage due to poor practice or procedures	As a values driven, member organisation the effective running of the Centre is an expected norm, and any failure in delivering this will be highlighted.	<ul style="list-style-type: none"> <li>Compliance with accepted governance guidelines</li> <li>Adoption of appropriate policies and procedures and ensuring they are implemented, monitored and reported on to the Trustees</li> <li>Having an agreed communications plan should an incident occur</li> </ul>
<b>4</b>	Trustee Board do not operate effectively	The Centre needs a sure guiding hand during a period of reform, with support for the Director and staff	<ul style="list-style-type: none"> <li>Ensure the right skills are in place on the Trustee board</li> <li>Regular governance reviews</li> </ul>
<b>5</b>	The new Sports Hub replicates POC activities and/or offers better value for money	The Hub could take away not only prospective users but also existing users	<ul style="list-style-type: none"> <li>Closely collaborate with LBB and their chosen provider with the aim of a complementary offer and Cool Oak Lane as a 'destination'</li> </ul>

## Operational risks

	Risk	Why this is a risk	Recommendations to address
1	Retaining the right calibre of Centre Director	The role is crucial to the ongoing and healthy operation of the Centre	<ul style="list-style-type: none"> <li>Chair and Director to continue with their strong relationship, so that any difficulties are flagged early and managed</li> <li>Director to build a strong relationship with the redevelopment steering group</li> </ul>
2	Assuming too much growth too soon	Taking on too much and stretching staff capacity and capability could mean service levels fall and reputation suffers	<ul style="list-style-type: none"> <li>Prioritise what needs to be done</li> <li>The Trustees regularly review progress on the business plan and adjust it accordingly</li> <li>Ensuring that commitments can be delivered within available resource e.g. staff, parking spaces</li> </ul>
3	Staffing structure is too rigid to meet new demands	Contractual working hours and job specifications may not meet new needs e.g. catering	<ul style="list-style-type: none"> <li>Director needs to take an early view on the structure and agreeing upskilling and changes to working hours where required and appropriate</li> <li>Review the need for skills from the hospitality sector to lead on the café and meeting room provision.</li> </ul>
4	Legislative	If requirements such as health and safety and fire regulations are missed, there is a risk to user safety	<ul style="list-style-type: none"> <li>Trustees and Director to ensure full awareness of legislative requirements and the ability to act to ensure compliance with new roles and activities planned.</li> </ul>

## Financial risks

	<b>Risk</b>	<b>Why this is a risk</b>	<b>Recommendations to address</b>
<b>1</b>	Income / usage lower than forecast	<ul style="list-style-type: none"> <li>This could lead to over commitment, and in turn a negative financial position leading to unexpected Centre closure</li> </ul>	<ul style="list-style-type: none"> <li>Centre Director and Trustees to update revenue forecasts following discussions with potential new customers</li> <li>All new plans to be costed and agreed by the Trustees with risks identified and monitored</li> </ul>
<b>2</b>	Expenditure higher than forecast, such as maintenance	<ul style="list-style-type: none"> <li>It could mean some or all the facilities are not available for some time unexpectedly, leading to loss of income</li> <li>Unexpected maintenance may be more expensive than that planned ahead</li> </ul>	<ul style="list-style-type: none"> <li>Centre Director and Trustees to review cost assumptions</li> <li>Production and regular monitoring of prudent financial forecasts</li> <li>Reserves set at a level to cover risks as well as known outgoings</li> <li>A regular, professional oversight of the buildings and facilities, reporting to the Director and in turn to the Trustees</li> <li>A sinking fund built up and used for planned maintenance; reserves maintained at a level beyond that to deal with the unexpected</li> </ul>
<b>3</b>	Reserves run down during build period	<ul style="list-style-type: none"> <li>While the new facility is being built, POC will incur costs such as staff costs but will have reduced income, which could have a major impact on reserves</li> </ul>	<ul style="list-style-type: none"> <li>Centre Director and Trustees to assess cashflow during the transition from the old facility to the new one, to work out what level of reserves are required and whether working capital finance is required.</li> </ul>

## 12.Implementation

We recommend that actions are prioritised to include:

### ***Short term (1 to 3 months)***

- Establish the steering group to oversee the redevelopment
- Get up to date costings for the redevelopment, including the transition period
- Finalise the Vision, and develop a formal theory of change identifying the key social impact areas which can be used with funders.
- Agree a fundraising plan
- Plan and deliver the September fundraising event; review fundraising plan afterwards
- Keep members up to date
- Keep local partners such as Councillors and MPs up to date

### ***Medium term (3 to 8 months)***

- Agree the plan, costs and sources of funding for new build
- Agree the plan, costs and sources for the decant and transition period
- Regular newsletter to members and member organisations with full use of social media; and regular postings on Twitter, Facebook, Instagram
- Make applications to funders e.g. LMCT, Sport England

### ***Longer term (8 to 20 months)***

- Oversee the build and transition of the new building
- Plan for the testing of the new building and systematically test it, obtaining all the relevant licences and sign offs
- Update the business plan and financial forecast as the opening gets closer
- Support and then, when the project is complete, close down redevelopment steering group
- Encourage wide attendance from member organisations at the AGMs or Open meetings and give full updates on the progress made
- Trustees self-evaluation and subsequent Trustees discussion on collective strengths and development areas for the new phase
- Review sub-committees to ensure optimal for the new phase
- Review staffing levels and structure to ensure optimal for the new phase
- Plan and deliver the formal opening of the centre in Spring 2021 ideally after a soft opening some weeks earlier so any snags have been resolved
- Update and thank funders formally



## Appendix 1: Local demographic characteristics

### *The opportunities to build on*

To better understand the need for and longer-term sustainability of any new programmes and associated capital facility development for POC it is helpful to carry out an analysis of the demographic characteristics of the local area, the likely catchment area and competing facilities.

The analysis includes:

- Location of POC in geographical terms
- Demographic profiling of the local area, using office of National Statistics, Department of Health and Indices of Multiple Deprivation data to determine the following characteristics:
  - Population
  - Age Profile
  - Health
  - Deprivation
  - Local Economy
- An overview of participation, including a review of the sporting habits and activities of the local population with reference to available Sport England data
- Catchment area analysis

The analysis considers POC primarily within the context of its local authority area (Barnet Council), but given the proximity to the boundary with Brent, where appropriate we have included data from Brent Council too.

### Demographic Analysis

POC is located on the Brent Reservoir, in the borough of Barnet, albeit very close to the boundary with the borough of Brent.

Figure 1: Map of area surrounding POC



Figure 2: The Brent Reservoir straddles both the borough of Barnet and Brent



Data from the Office for National Statistics, Department of Health and Indices of Multiple Deprivation have been used to determine the following characteristics of the communities local to POC:

- Population
- Diversity
- Health
- Deprivation

### Population

The London Borough of Barnet has a total population of 397,000<sup>1</sup>, making it the second largest London borough by population.

The neighbouring London Borough of Brent has a total population of 337,000<sup>2</sup>.

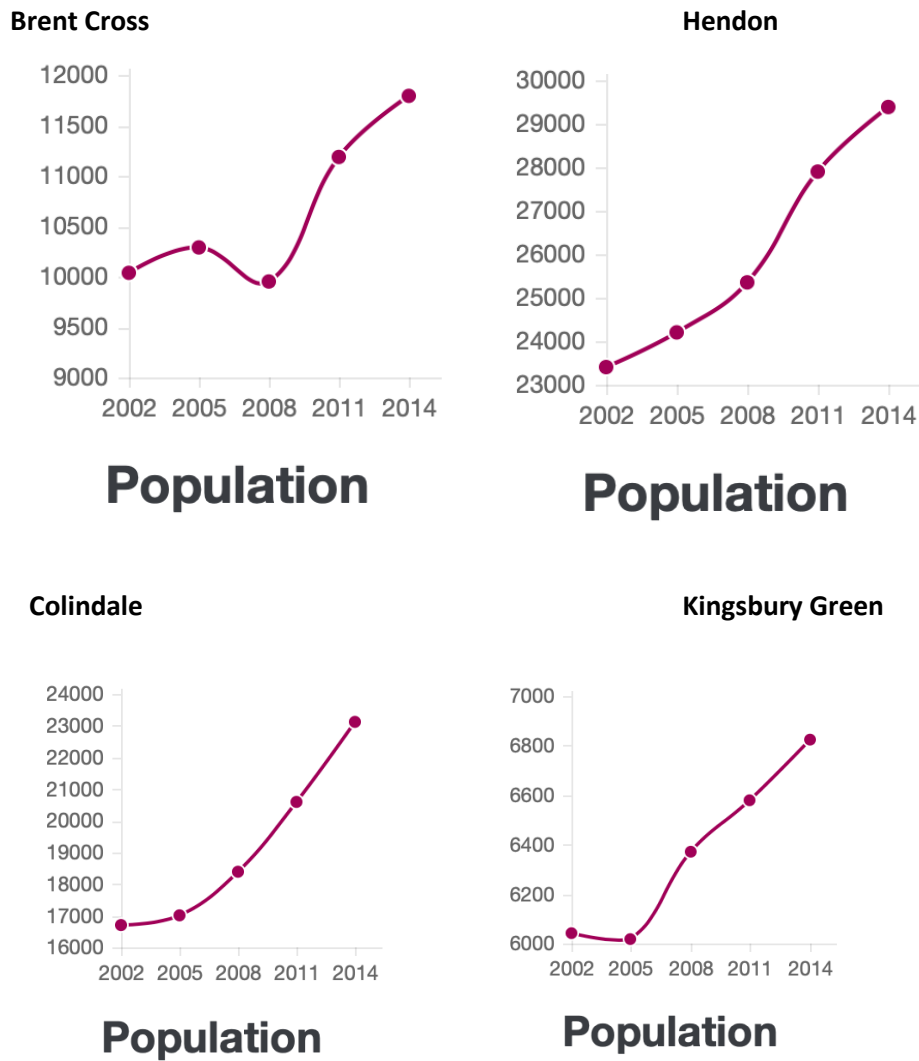
### **Key trends – local population growth**

The immediate neighbourhoods that surround POC have all been showing significant population growth. When the latest figures are released, even greater increases with the recent housing developments at Wembley and Cricklewood/Brent Cross are to be expected.

<sup>1</sup> <https://www.london.gov.uk/in-my-area/barnet>

<sup>2</sup> <https://www.london.gov.uk/in-my-area/brent>

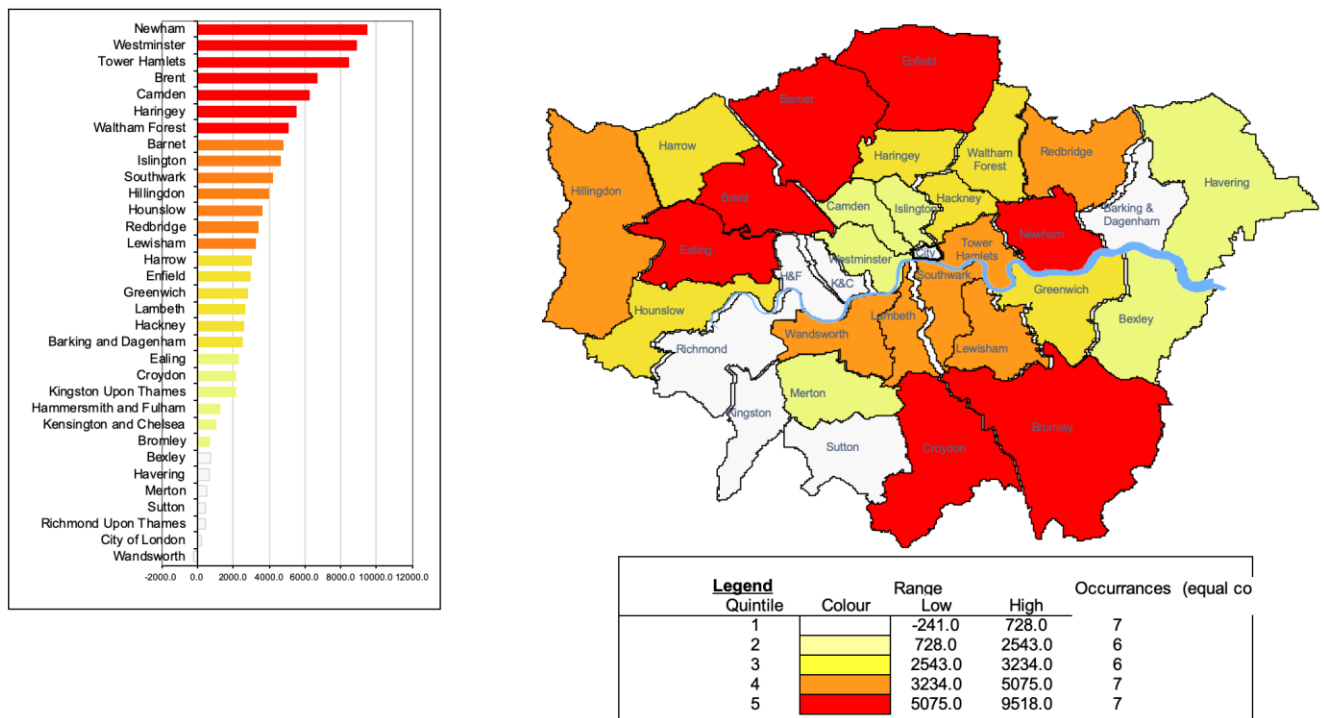
Figure 3: population growth of immediate neighbourhoods to POC



Brent Council expects the population in the borough to grow by about 10% over the next 10 years to 375,0003. The boroughs of Barnet and Brent are both in the top 10 for net migration.

<sup>3</sup> <https://www.brent.gov.uk/media/16412494/borough-plan1923.pdf>

Figure 4: level of net migration in London boroughs (2014)



Since 2014 significant areas at Wembley<sup>4</sup> and Cricklewood/Brent Cross<sup>5</sup> which surround the Brent Reservoir have been identified and are being developed as ‘opportunity areas’<sup>6</sup>. In both cases over 10,000 new homes are expected.

Barnet have a target to build a total of 31,340 houses over the next 10 years which is a significant increase on the 157,000 houses in the borough now. It also highlights the magnitude of the Cricklewood/Brent Cross development that approximately a third of that 10-year target will be met from this area, which is within walking distance of POC.

<sup>4</sup> <https://www.london.gov.uk/what-we-do/planning/implementing-london-plan/opportunity-areas/opportunity-areas/wembley-opportunity>

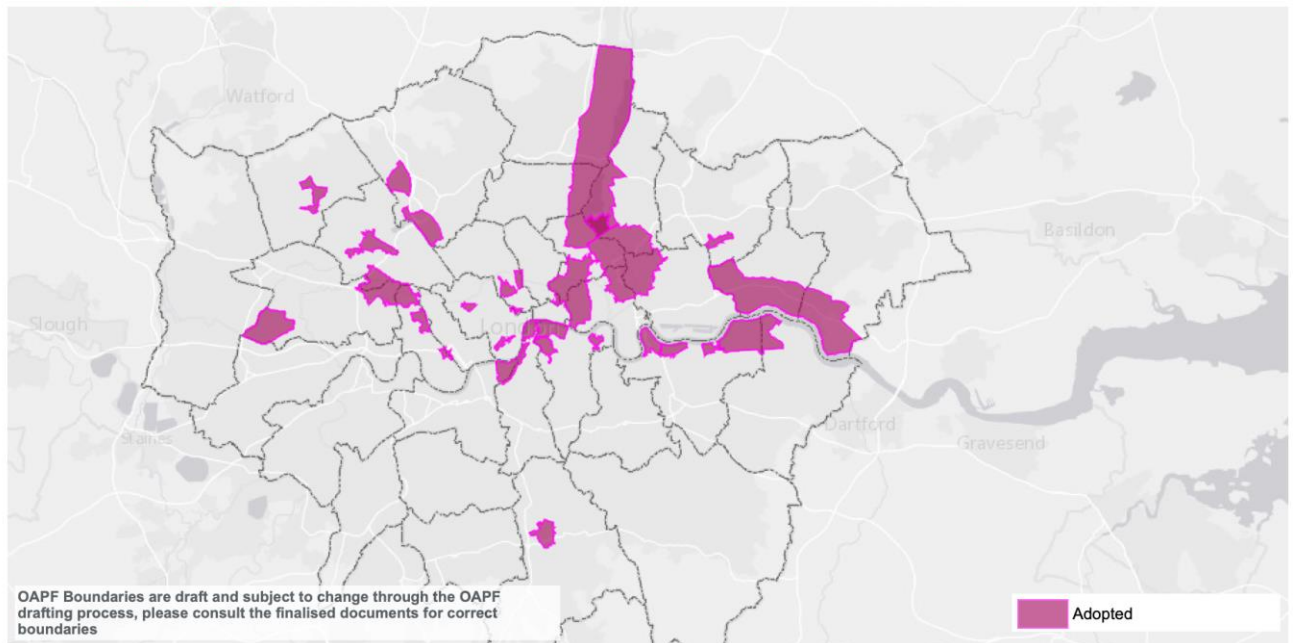
<sup>5</sup> <https://www.london.gov.uk/what-we-do/planning/implementing-london-plan/opportunity-areas/opportunity-areas/cricklewoodbrent>

<sup>6</sup> <http://newlondondevelopment.com>

Figure 5: 'opportunity areas' near POC and wider London area<sup>7</sup>

## Opportunity Areas Map

### London's Opportunity Areas



## Diversity

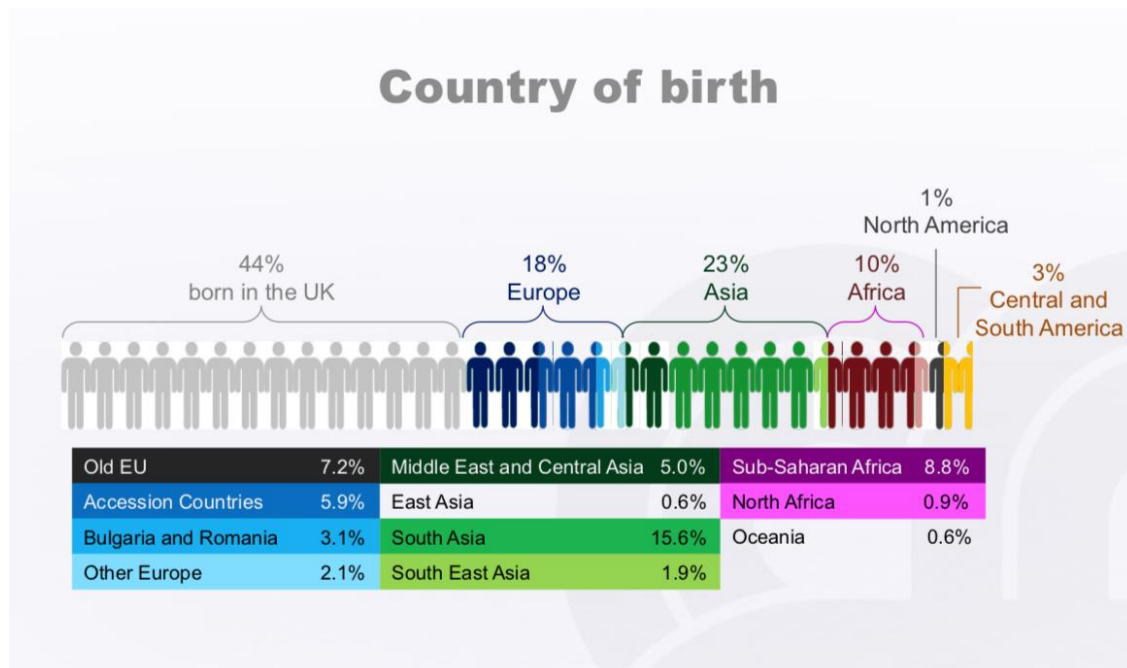
There is a big difference when it comes to diversity in the two boroughs that surround POC. In 2016 Brent was listed as being the London borough with the second highest percentage of ethnic minorities (59.4%) whereas Barnet is 8<sup>th</sup> as being the least diverse using this metric. The Mayor of London goes further to say that The London Borough of Brent is the most diverse borough in England<sup>8</sup>.

Interrogating the diversity statistics further in Brent and you can see from the graphic below that the large population from South Asia.

<sup>7</sup> <https://www.london.gov.uk/what-we-do/planning/implementing-london-plan/opportunity-areas/opportunity-areas-map-0>

<sup>8</sup> <https://www.london.gov.uk/in-my-area/brent>

Figure 6: Country of birth Brent<sup>9</sup>



## Health

The Department of Health regularly publishes local authority Health Profiles<sup>10</sup>, which provide a snapshot overview of health for each local authority in England. They aim to:

- Provide a consistent, concise, comparable and balanced overview of the population's health
- Inform local needs assessment, policy, planning, performance management, surveillance and practice
- Be primarily of use to joint efforts between local government and the health service to improve health and reduce health inequalities
- Empower the wider community

## Barnet district

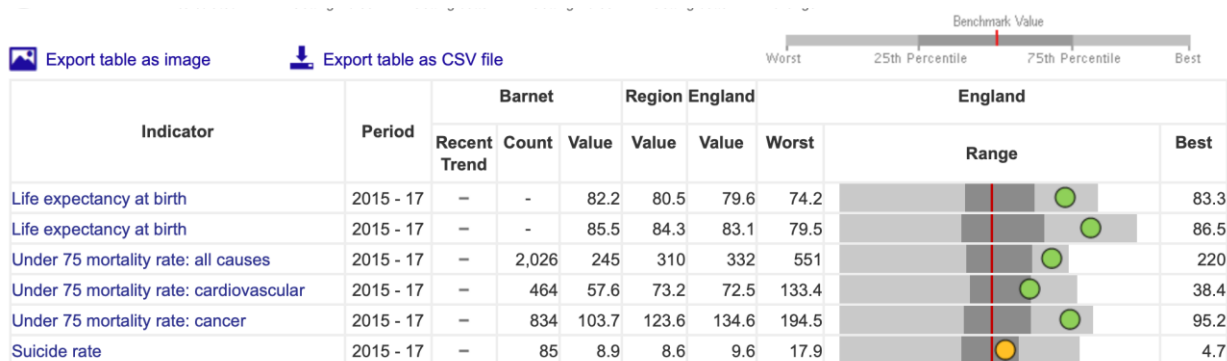
The Department of Health's 'Health Profile for Barnet District' (2018) contains the following details on local health indices:

- Life expectancy for men in the Barnet District is 82 years, while life expectancy for women is 85.2 years, both are comfortably above the London averages (80.4. for men and 84.2 women)
- Barnet compares favourably in all health indices against the national average

<sup>9</sup> <https://data.brent.gov.uk/dataset/diversity-in-brent-profile-2018>

<sup>10</sup> <https://www.gov.uk/government/organisations/public-health-england>

Figure 7: local health indices for Barnet district

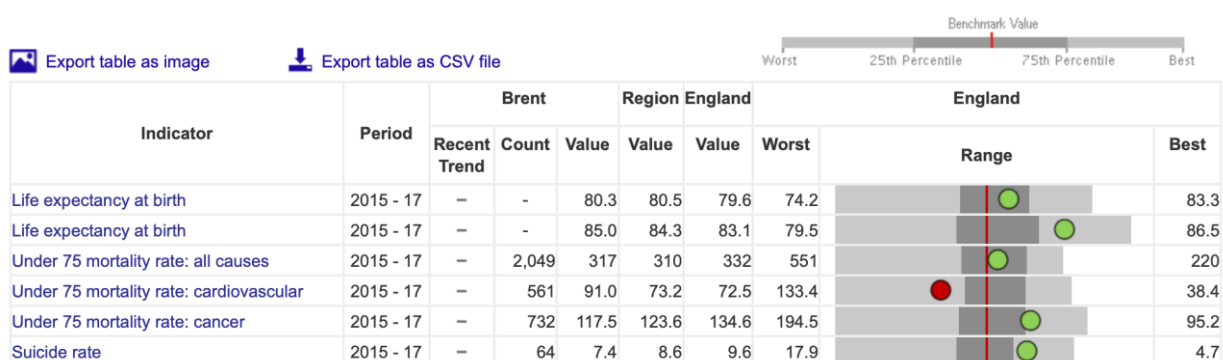


### Brent district

The Department of Health’s ‘Health Profile for Brent District’ (2018) contains the following details on local health indices:

- Life expectancy for men in the Brent region is 80.3 years, while life expectancy for women is 85 years which is within a year of the London averages (80.4. for men and 84.2 women)
- Brent compares favourability in all health indices against the national average except the number of cardiovascular deaths under 75
- Further interrogation shows only one other London borough (Croydon) had more cardiovascular deaths between 2015 – 2017 than Brent

Figure 8: local health indices for Brent district



### Key trends – inactivity in Barnet and Brent

Both Barnet and Brent were in the bottom third of London boroughs for the number of physically active adults aged 19+.



Figure 9: percentage of physically active adults (aged 19+) per London borough 2016/17

Physically active adults (aged 19+) 2016/17 Proportion - %

[Export table as image](#) [Export table as CSV file](#)

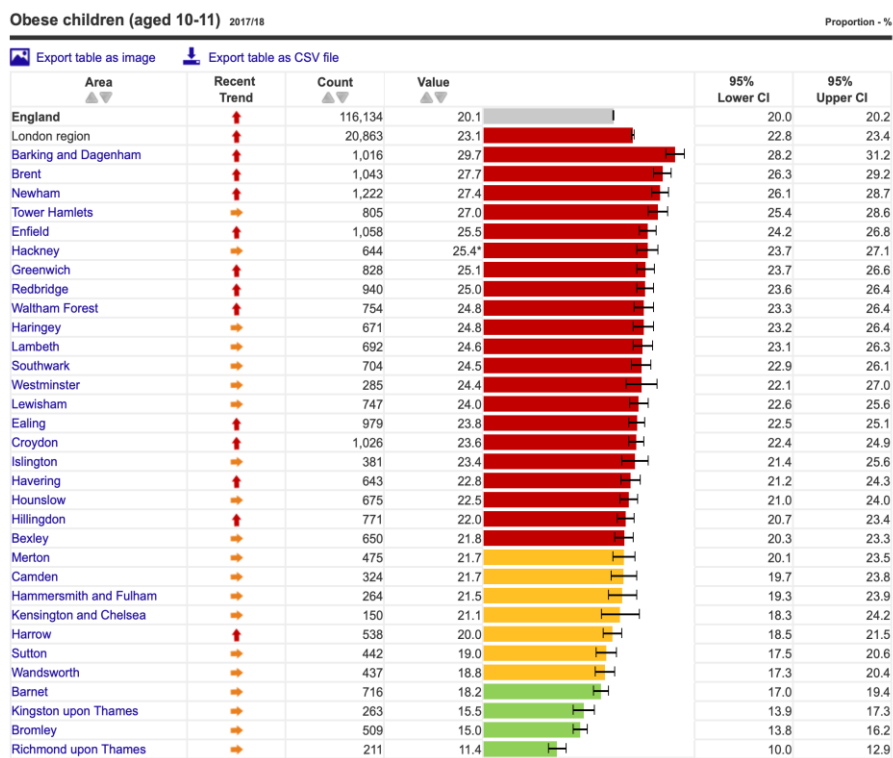
Area	Recent Trend	Count	Value	95% Lower CI	95% Upper CI
England	-	-	66.0	65.8	66.2
London region	-	-	64.6	64.0	65.3
Barking and Dagenham	-	-	53.3	50.1	56.6
Ealing	-	-	53.4	48.9	57.8
Harrow	-	-	54.5	49.9	59.0
Hounslow	-	-	56.8	52.2	61.3
Brent	-	-	58.0	53.4	62.4
Havering	-	-	59.0	54.5	63.3
Sutton	-	-	59.5	55.1	63.8
Redbridge	-	-	59.8	56.7	62.9
Barnet	-	-	59.8	56.7	62.9
Enfield	-	-	60.1	57.0	63.2
Hillingdon	-	-	60.8	56.3	65.0
Bexley	-	-	61.5	57.0	65.8
Newham	-	-	62.5	58.0	66.8
Croydon	-	-	64.2	59.8	68.5
Lewisham	-	-	64.9	60.5	68.9
Kingston upon Thames	-	-	65.1	60.6	69.3
Greenwich	-	-	65.8	62.7	68.7
Tower Hamlets	-	-	66.3	62.0	70.3
Waltham Forest	-	-	66.4	62.1	70.3
Westminster	-	-	66.7	62.3	70.8
Haringey	-	-	67.5	64.5	70.3
Kensington and Chelsea	-	-	68.2	63.9	72.2
Islington	-	-	68.2	64.0	72.2
Merton	-	-	68.3	64.2	72.1
Southwark	-	-	69.0	64.8	72.9
Lambeth	-	-	71.1	68.3	73.8
Hammersmith and Fulham	-	-	71.4	67.1	75.2
Wandsworth	-	-	71.7	67.7	75.4

### Child obesity

There is a big difference between the boroughs of Barnet and Brent when it comes to child obesity. The figures below show Brent to be the second worst London borough and Barnet the 4th best in regard to the number of children classified as obese from data in 2017/18.



Figure 10: Number of obese children (aged 10-11) in each London Borough 2017/18



Many of the statistical findings can be used to help understand demand and also to make the case to funders, commissioners etc. for additional resources and investment into sport and physical activity. People playing more sport and taking part in physical activity can clearly address some of the issues highlighted, and directly support the priorities identified with regard to inactivity and cardiovascular death.

The coupling of the strategic priorities, many of which were identified and analysed out in Sporting Assets' accompanying work for POC, with the statistics reported in this paper, offers a powerful argument for encouraging an increase in participation in sport and physical activity and developing the facilities required to meet the demand.

### Deprivation

The UK government's Indices of Multiple Deprivation (IMD) is a measure of relative deprivation for small neighbourhood areas (Lower Super Output Areas (LSOA1)). It is a combined measure of deprivation based on a total of 37 separate indicators that have been grouped into seven domains, each of which reflects a different aspect of deprivation experienced by individuals living in an area. The seven domains are:

- Income
- Employment
- Health deprivation and disability
- Education, Skills and Training Deprivation
- Barriers to housing and services

- Crime
- Living environment

POC is located in Barnet 036B (Local Super Output Area - the smallest geographical area analysed) which is ranked 8,416 out of 32,844 LSOAs in England; and where 1 is the most deprived LSOA. This is amongst the 30% most deprived in the country.

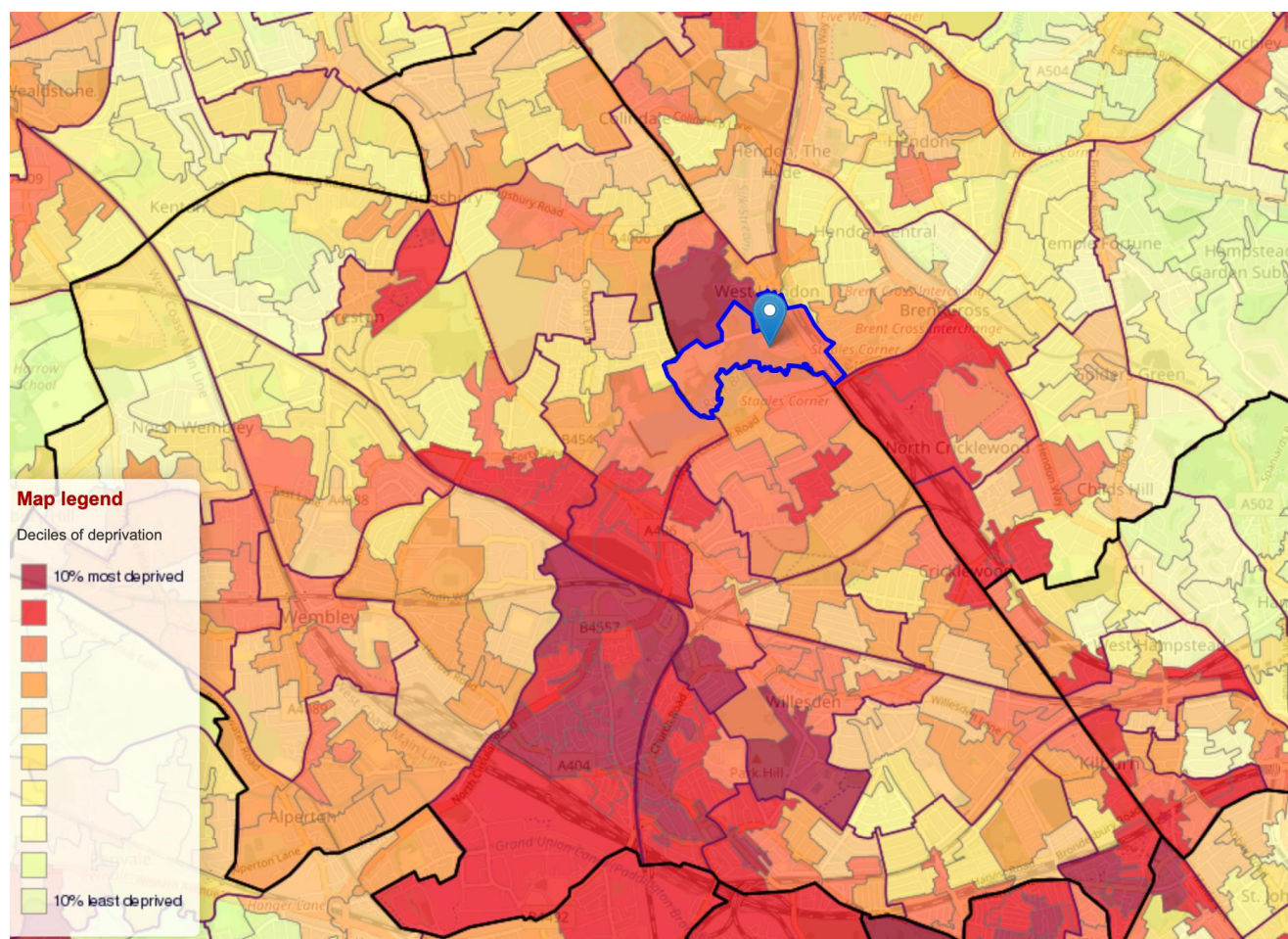
The LSOAs immediately bordering Barnet 036B are broken down in the table below starting with Barnet 036D and moving clockwise.

*Figure 11: LSOAs neighbouring POC*

<b>LSOA</b>	<b>IMD Ranking</b>	<b>% National Decile</b>
Barnet 036B	8,416	30% most deprived
Barnet 036D	2,575	10% most deprived
Barnet 036F	11,102	40% most deprived
Barnet 036C	16,672	50% least deprived
Barnet 039D	11,581	40% most deprived
Barnet 039C	6,385	20% most deprived
Brent 011B	8,392	30% most deprived
Brent 010B	10,271	40% most deprived
Brent 10D	8,388	30% most deprived
Brent 005D	16,597	50% least deprived

Taking a slightly wider view of the area you can see it is a very mixed picture. Some of the most deprived areas in England can be found in north Cricklewood and south west of POC with the darker red showing districts of Dudden Hill, Stonebridge, Barnhill and Welsh Harp which are in the bottom 10 or 20% and between 1 and 3 miles of POC.

Figure 12: Indices of deprivation in areas in and around POC 2015<sup>11</sup>



Income deprivation measures the proportion of the population in an area experiencing deprivation relating to low income. The definition of low income includes both people that are out of work and those that are in work but have low earnings. The map below shows the mixed local picture with largely higher earning employed areas to the east and west, taking in Harrow and Hampstead, and the largely lower earning, and low employment rates in areas north and south of POC.

In developing its programmes and facilities, POC can be reasonably confident that a significant element of the local population will have the means to pay for activities and, where sections of the community are less able to pay, programmes could effectively be cross-subsidised.

### Participation trends in Sport and Physical Activity

Sport England’s Active Lives survey gives a detailed and reliable insight into the physical activity habits of the nation. Active Lives is much broader than Sport England’s previous Active People survey, for example it includes walking, cycling for travel and dance in addition to the sporting and fitness activities previously reported on, and looks at patterns of behaviour over a twelve-month period rather than just four weeks.

<sup>11</sup> <http://dclgapps.communities.gov.uk/imd/idmap.html>

The fourth Active Lives survey was published in October 2018 and reported on activity levels for adults aged 16+ in England over the period May 2017 to May 2018.

The headline finding was that nationally 25.2% of people were ‘inactive’ (i.e. doing less than 30 minutes of moderate intensity activity each week), 12.5% were ‘fairly active’ (i.e. doing between 30 and 149 minutes of activity) and 62.3% of people were ‘active’ (150+ minutes of activity each week).

In the Barnet Borough Council area, the comparable results were 30.3% were considered ‘inactive’, 11.3% considered ‘fairly active’ and 58.4% ‘active’. In the Brent Borough Council area, the averages were 30.4%, 12.1% and 57.5% respectively.

Figure 13: Active Lives survey published in October 2018 showing activity levels

	<b>‘Inactive’</b>	<b>‘Fairly Active’</b>	<b>‘Active’</b>
<b>England</b>	25.2%	12.5%	62.3%
<b>South East</b>	23.4%	12.2%	64.4%
<b>Barnet BC</b>	30.3%	11.3%	58.4%
<b>Brent BC</b>	30.4%	12.1%	57.5%

These figures show that both Barnet and Brent are behind the average when it comes to inactive adults (16+) so a real opportunity to align programmes to get people active from both boroughs.

There is also an opportunity to bring up the levels of sports volunteering as shown by the table below. POC already has a good level of volunteering and the new development has the potential to increase both the number of opportunities and the diversity of roles.

Figure 14: Active Lives survey published in October 2018 showing volunteering levels in sport

	<b>Volunteered at least twice a year</b>
<b>England</b>	13.9%
<b>London</b>	10.4%
<b>Barnet BC</b>	9.1%
<b>Brent BC</b>	9.6%

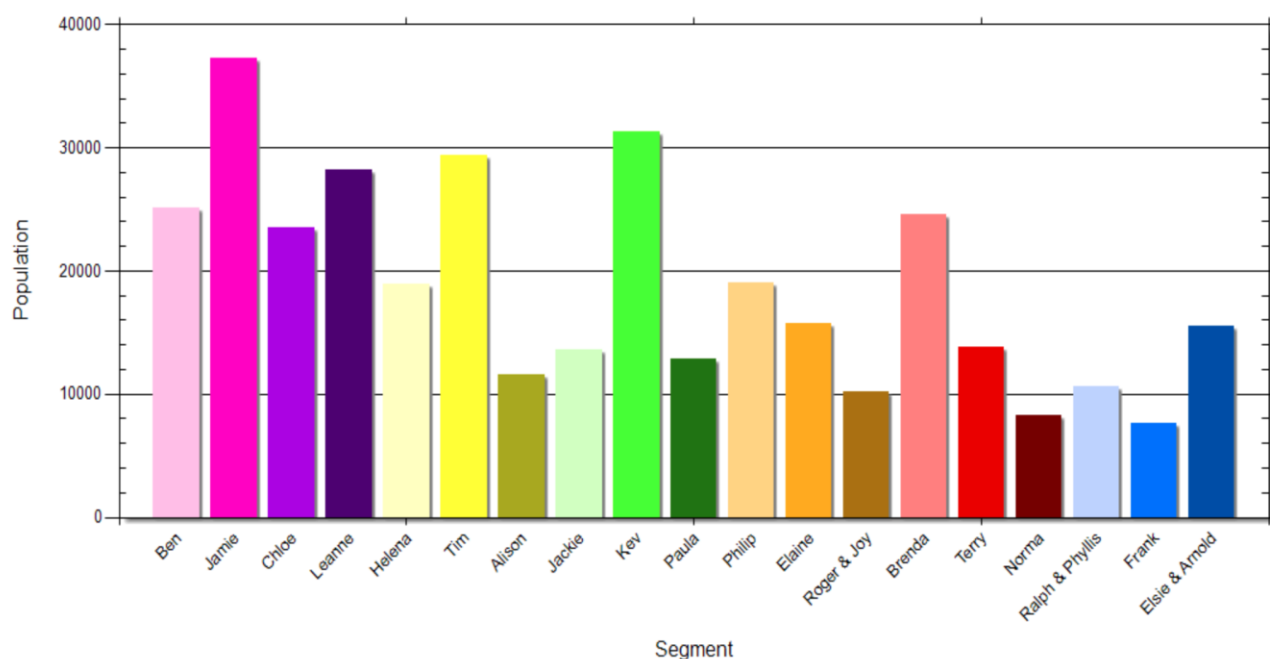
## Market Segmentation

Sport England’s Market Segmentation data<sup>12</sup> is designed to help understand the life stages and attitudes of different population groups. It builds on data from the Active Lives Survey, the Department for Culture, Media & Sport’s ‘Taking Part’ Survey, and the Mosaic tool from Experian, which has been used in other planning and demographic data. It presents a picture of the dominant social groups in each chosen geographical area and puts people’s sporting behaviour in the context of multifaceted lives.

<sup>12</sup> <https://segments.sportengland.org/querySegments.aspx>

The dominant market segments for a 5km radius to POC, are illustrated in Figure 15 below. These are expressed as a proportion of the adult population.

Figure 15: Sports Market Segmentation – Dominant Segments within 5 km radius of POC



The most dominant segments are:

- **Sports Team lads (Jamie):** Young blokes enjoying football, pints and pool. People in this segment play sport on a regular basis (the majority every week). Keeping fit, enjoyment and meeting friends are the top motivations.
- **Settling down males (Tim):** Sporty male professionals, buying a house and settling down with partner. Likely to take part in sport on a regular basis, the most popular types of sport for this segment are cycling, keep fit/gym, swimming and football. People in this segment are also more likely to take part in organised sport compared to the rest of the population.
- **Pub league team mates (Kev):** Blokes who enjoy pub games and watching live sport. Average sports participation and would like to do more swimming, cycling and fitness.
- **Supportive singles (Leanne):** Young busy mums and their supportive college mates. Least active of her age group (although 72% would like to do more sport), would like to do more keep fit and swimming. Main barrier is work commitments.

When considering the facilities being proposed by POC, market segmentation information you can see that there is a range of people within a 5km radius, so a broad offering is recommended which has the benefit of different segments being interested in the facility at different times, maximising the use of POC. 3 of the 4 most dominant segments are young people, either with or likely to be considering having a family. Swimming/keep fit also score highly so are obvious considerations for services and developments.



## Summary and conclusions

The population of both Brent and Barnet are going through a transformational growth with a significant amount of the development taking place in an area within walking distance of POC. This will naturally bring about opportunities both sporting and non-sporting, and provides a strong platform for the argument that special places like POC need to be invested in.

Although the demographics of Barnet and Brent are very different (particularly when it comes to diversity) both of the boroughs share some worrying statistics when it comes to inactivity for adults, with both in the bottom third of London boroughs. The drivers behind the inactivity are likely to be different as will the solutions, which will need to be targeted differently.

The appeal to young people can cover a wide range of approaches. Brent is behind only one other London borough when it comes to childhood obesity. There are opportunities to provide new skills and training by working with RYA and other partners, as well as offering access to activities perhaps uncommon to children living in nearby areas of high deprivation. The Sport England data gives an indication of a high level of young families, which provides opportunities both for the daytime use of the ancillary facilities, and then as an entry point for water sport through holiday courses and links with schools.

The uniqueness of the Brent reservoir, the number of local residents, the appeal of the new facilities at POC and the shared interest of Brent and Barnet Council (and others) in preserving the Brent Reservoir could all combine to make for an appealing offer to help children learn about the environment and the reservoir.

Increasing volunteering appears across virtually every strategy from Barnet Council to Sport England to British Canoeing. The volunteering levels for Barnet and Brent are both under the London average and the national average. POC offers an interesting, rewarding, arguably unique place in the area to volunteer and learn new skills, and therefore focusing on the opportunities for volunteering and how the new facility would help is important.

## Appendix 2: National, Regional and Local Strategies

### Introduction

Sporting Assets has undertaken a 'desktop review' of key national and local strategies for sport, physical activity, health and wellbeing and community development. The aim of this research is to help POC better understand the current and emerging policy landscape within which it operates, while at the same time highlighting in high level terms how the organisation might respond to or create opportunities for growth.

The following section of the report provides a review and analysis of key strategic publications from central and local government, leading funding bodies, British Canoeing and the Royal Yachting Association.

### Review of key strategic policies, frameworks and reports

When organisations are considering new programmes of activity, and additional facilities to support their delivery, early thought should be given to the strategic policy landscape the organisation itself delivers within. By doing so the potential project stands the best chance of securing strategic support, additional resources and successful outcomes.

This section provides a summary of key national and local level strategies and policies which should influence POC's thinking around programme and facility development. Each strategy is introduced with a headline summary, followed by a synopsis of its key points as it relates to POC, and in the final column specific considerations are recommended.

### The national picture

The sporting landscape has changed significantly in the last decade with shifting social and economic patterns giving rise to new activities while others decline in popularity, mostly due to unprecedented pressure on leisure time.

At the same time, public funding is being cut and what remains is being directed at delivering improved social outcomes. Sport is behind other sectors in recognising and promoting the outcomes it achieves: physical and mental wellbeing, individual development, social and community development and, importantly, economic development. This is despite a general consensus that it is a positive influence upon our communities.

As a result, central government and Sport England support for sport and physical activity has more recently undergone something of a step change, with a move away from prioritising increased participation in traditional sports to instead tackling inactivity – and amongst other things improving health and wellbeing - through a more diverse range of interventions. Supporting the core market is still important, but no longer the main focus.

At the same time, Local Authorities have seen unparalleled compression of resources as a result of cuts in public funding. With the priority placed on protecting statutory services, this provides opportunities both from an asset perspective with asset transfers increasingly becoming a consideration, but also in the delivery of sporting and community projects by third parties who are better placed and resourced to deliver.

In summary, it is a changing, and potentially challenging strategic landscape, but one that offers a number of opportunities for organisations such as POC.

## National strategies for sport, physical activity and health

<b>DCMS/HM Government: <i>Sporting Future (A New Strategy for an Active Nation)</i>; December 2015</b>		
<i>Summary</i>	<i>Relevant themes and goals</i>	<i>Considerations for POC</i>
A cross-government blueprint for tackling inactivity by redefining sporting success	<ul style="list-style-type: none"> <li>• New focus on 5 key outcomes: physical wellbeing; mental wellbeing; individual development; social and community development; economic development</li> <li>• Investment will be targeted at 'demand-led' sport projects that have a meaningful, measurable impact on how they are improving people's lives</li> <li>• Funding to be targeted at groups who have low participation rates - particular focus on women, disabled people, those in lower socio-economic groups and older people</li> <li>• Organisations who can best deliver key outcomes will be prioritised – government 'open-minded' about which type of organisations</li> <li>• Promote integration of sport and physical activity into care pathways and maximise potential of advice, prescribing and referral interventions</li> <li>• New targets on funding for sports organisations to reduce over-reliance on public sector and move towards sustainable mixed funding model</li> <li>• Presumption in favour of co-location of services (including health and education) and multi-sport facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance targeting of, and offer to women, disabled people, those in lower socio-economic groups and older people</li> <li>• Enhance monitoring and evaluation of sport/physical activities to better demonstrate the impact made</li> <li>• Explore delivery partnerships with non-traditional organisations</li> <li>• Explore delivery partnerships with GP surgeries/hospitals/wellbeing centres</li> <li>• Investigate employment, training and volunteering opportunities</li> <li>• Investigate alternative business models and fundraising mechanisms</li> </ul>

<b>Sport England: <i>Towards an Active Nation (Strategy 2016-2021)</i>; May 2016</b>		
<i>Summary</i>	<i>Relevant themes and goals</i>	<i>Considerations for POC</i>
The broad plan for putting 'Sporting Future' into action by the country's leading sports development agency	<ul style="list-style-type: none"> <li>• Clear line of sight between every investment and the five outcomes of the Government strategy (above)</li> <li>• Increase the number of people taking part in sport and activity and decrease the number of people who are physically inactive</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the range of activities to children/young people, and to children/young people from harder to reach groups/communities e.g. by targeting schools and youth groups/programmes</li> </ul>



	<ul style="list-style-type: none"> <li>• Change in remit from investing in sport for those aged 14 and over to supporting people from five years old through to pensioners</li> <li>• Investment will be prioritised to benefit under-represented groups highlighted in the Government strategy (above)</li> <li>• Embed behaviour change principles into investment decisions</li> <li>• Address three societal challenges: tackling inactivity, creating regular activity habits and helping those who are active to stay that way</li> <li>• Maximise Sport England’s resources through securing co-investment and brokering collaboration with the private sector</li> <li>• A proportion of the budget (approximately 20%) will be reserved for testing new and innovative ideas</li> <li>• Investment will be in seven core areas: <ul style="list-style-type: none"> <li>• Tackling inactivity</li> <li>• Children and young people</li> <li>• Taking sport and activity to mass markets</li> <li>• Volunteering</li> <li>• Supporting sports core market</li> <li>• Local delivery</li> <li>• Facilities</li> </ul> </li> <li>• Increase investment in sport from sources outside the public sector</li> </ul>	<ul style="list-style-type: none"> <li>• Consider ways in which under-represented groups can be targeted</li> <li>• Explore ways in which POC members already active stay that way</li> <li>• Investigate ways in which POC can develop innovative programmes of activity</li> <li>• Consider ways in which Sport England investment in POC can be channelled through the 7 core areas, in particular inactivity, young people and volunteering (as shown by the demographic and sector review).</li> <li>• As above, expect blended finance to provide the solution with a combination of fundraising mechanisms</li> </ul>
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<b>Public Health England: <i>Everybody Active, Every day; 2014</i></b>		
<i>Summary</i>	<i>Relevant themes and goals</i>	<i>Considerations for POC</i>
An evidence-based strategy for national and local action to address the UK’s physical inactivity epidemic	<ul style="list-style-type: none"> <li>• Change the social ‘norm’ to make physical activity the expectation</li> <li>• Develop expertise and leadership within professionals and volunteers</li> <li>• Create environments to support active lives</li> </ul>	<ul style="list-style-type: none"> <li>• Examine ways in which POC and its users can respond to each of the four strands, with a particular focus on creating an environment at POC that better supports active lives</li> </ul>

	<ul style="list-style-type: none"> <li>• Identify and up-scale successful programmes nationwide</li> </ul>	
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**Big Lottery Fund: Strategic Framework 2015-2021**

<i>Summary</i>	<i>Relevant themes and goals</i>	<i>Considerations for POC</i>
<p>Guiding investment principles for the country's leading distributor of lottery grants (£650m each year)</p>	<ul style="list-style-type: none"> <li>• Strong, vibrant communities built and renewed by the people living in them</li> <li>• Distributing the majority of funding to voluntary, community, and social enterprise organisations as core civil society partners</li> <li>• Developing the skills of individuals and communities to take the lead in civil society, such as building community enterprises</li> <li>• Flexibility in how BLF resources are managed to maximise the good causes money available to civil society</li> </ul>	<ul style="list-style-type: none"> <li>• The Framework is very high level and does not include much detail on the types of programmes BLF will run</li> <li>• Important therefore that POC regularly monitors funding opportunities announced by BLF</li> <li>• Think about how POC talks and positions itself, for example Power to Change is a £150 million scheme for community business, which can accurately describe POC particularly with the opportunities for wider community benefit with the new facility</li> </ul>

**British Canoeing: Stronger Together 2017 - 2021 (& Vision 2020)**

<i>Summary</i>	<i>Relevant themes and goals</i>	<i>Considerations for POC</i>
<p>The National governing body for paddle sports in the UK. 'Stronger Together' (ST) is a plan for the whole of the sport until 2021.</p>	<ul style="list-style-type: none"> <li>• Vision 2020 wants paddle sports to be the first-choice water sport for all. Of the 5 strategic objectives 'increase regular participation', 'more and better places to paddle', 'raise our profile' and 'strong governance and leadership with quality operations' particularly resonate</li> <li>• 11 ambitions make up the ST plan: <ul style="list-style-type: none"> <li>• Increase regular participation in paddle sport</li> <li>• Attract new members and improve member engagement and satisfaction</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Consider how the new facility can unlock some of these ambitions, for example increase regular participation and attract new members</li> <li>• How could the club better link in with the network of clubs and centres – sharing knowledge ideas/pathway to different opportunities perhaps given proximity to London population (but</li> </ul>

	<ul style="list-style-type: none"> <li>• Create and promote more opportunities for exploration, adventure and challenge</li> <li>• Develop a stronger network of clubs &amp; centres</li> <li>• Create more places to paddle &amp; improve facilities</li> <li>• Improve access and promote environmental awareness</li> <li>• Provide excellent competitions</li> <li>• Improve pathways to performance and international success</li> <li>• Develop volunteers, coaches and leaders</li> <li>• Strengthen governance and financial sustainability within the sport</li> <li>• Improve the profile of paddle sport and communications throughout the sport</li> </ul>	<p>limited offer compared to other sites)</p> <ul style="list-style-type: none"> <li>• How can the facility help to deliver programmes for volunteers, coaches leaders in a way that it couldn't before</li> <li>• Great opportunity to increase profile of the sport with POC, how can this then be coordinated to benefit BC</li> </ul>
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<b>Royal Yachting Association: Strategic plan 2017 - 2021</b>		
<i>Summary</i>	<i>Relevant themes and goals</i>	<i>Considerations for POC</i>
A strategy designed to increase RYA's relevance and value to members, affiliates and stakeholders	<ul style="list-style-type: none"> <li>• Interested in increasing the diversity (and number) of participants for all types of boating</li> <li>• Recalibrate powerboat racing</li> <li>• Regional participation plans &amp; broader delivery network</li> <li>• Strengthen routes into boating</li> <li>• Support for club level training</li> <li>• 'Enablers' for buildings strategy – 'financially secure', 'diversified income streams'</li> </ul>	<ul style="list-style-type: none"> <li>• Member joining points for Regional Training centres</li> <li>• Enhancing the Sailability, OnBoard and training centre offer</li> </ul>

### **The Borough of Barnet (and to a lesser extent Brent) and London community**

It's important to consider how POC fits with the current and future development of the local area. In doing so consideration also needs to be given to the relevant aims and objectives expressed by borough-wide political authorities and strategic partnerships.

**Barnet: Corporate Plan 2019 - 2024**

<i>Summary</i>	<i>Relevant themes and goals</i>	<i>Considerations for POC</i>
<p>The Corporate Plan for Barnet has been developed so that ‘investment and resources are focussed on areas that matter most’. It sits alongside the medium term financial strategy with a clear message of cost saving – Barnet need to save £75.8 million over the next 5 years</p>	<ul style="list-style-type: none"> <li>• 3 main outcomes are               <ul style="list-style-type: none"> <li>• ‘a pleasant well-maintained borough that we protect and invest in’</li> <li>• ‘our residents live happy, healthy, independent lives with the most vulnerable protected’</li> <li>• ‘safe and strong communities where people get on well together’</li> </ul> </li> <li>• Investing in community facilities to support a growing population</li> <li>• Getting the best out of our parks and improving air quality by looking after and investing in our greenspaces</li> <li>• Encouraging residents to lead active and healthy lifestyles and maintain their mental wellbeing</li> <li>• Ensuring the needs of children are considered in everything that we do</li> <li>• Tackling environmental crime</li> <li>• Family friendly borough</li> <li>• Focusing on the strengths of the community and what they can do to help themselves and each other</li> <li>• Identifying sites to promote health and wellbeing</li> <li>• Enablement services that help people regain or increase their independence</li> <li>• Enhancing existing sporting facilities</li> <li>• Access to health and wellbeing information and activities through the Fit and Active Barnet framework</li> <li>• Ensuring participation in sport and physical activity is accessible and inclusive for all</li> <li>• Supporting the voluntary, community and faith sector to build capacity for meeting the needs of residents</li> </ul>	<ul style="list-style-type: none"> <li>• Nearby housing developments and importance of community facilities to support them</li> <li>• The role that POC play, and could play, in maintaining and looking after the Brent Reservoir</li> <li>• Options available for young people and families in particular</li> <li>• Wellbeing and mental health offer</li> <li>• Proximity and benefits from Brent Cross Cricklewood scheme – est. 10,000 new homes</li> </ul>

<b>Barnet Borough Council: Other relevant policies that link to Corporate plan (2019 – 2024)</b>		
<i>Summary</i>	<i>Relevant themes and goals</i>	<i>Considerations for POC</i>
A more detailed look to see the relevant committees and their priorities that underpin the Barnet Corporate Plan	<ul style="list-style-type: none"> <li>• Health and well-being board<sup>1</sup> includes:</li> <li>• Creating a healthy environment – promoting cycling and walking through the ‘healthy streets’ approach</li> <li>• Implementing the ‘whole borough’ prescribing model for referring people to interventions in the community</li> <li>• Community leadership &amp; libraries committee<sup>2</sup> <ul style="list-style-type: none"> <li>○ Encourage individual and corporate volunteering</li> <li>○ Develop strong partnerships through Communities Together Network and Barnet Multi-faith Forum</li> <li>○ Providing opportunities to celebrate and promote cohesion</li> </ul> </li> <li>• Policy and resources committee <ul style="list-style-type: none"> <li>○ Working with key voluntary organisations within the Borough</li> <li>○ Securing and delivering CIL S106 benefits associated with all new development</li> </ul> </li> <li>• Assets, regeneration and growth committee</li> </ul> <p>Investing in community facilities to support a growing population, including leisure</p>	<ul style="list-style-type: none"> <li>• Consider best way to complement ‘healthy streets’ programme, with walking/cycling so close to housing</li> <li>• Explore multi-faith opportunities in particular Hindu community who use the water</li> <li>• If no links exist, explore benefits of being part of the Communities Together Network and Barnet Multi-faith Forum</li> <li>• Promote volunteering levels and potential</li> <li>• Local development and opportunities for CIL. In 2017/18 £5.37<sup>3</sup> million CIL money was invested in Sports and Physical activities. There is an underspend of CIL and obvious proximity to major housing developments</li> </ul>

<sup>1</sup> [https://www.barnet.gov.uk/sites/default/files/barnet\\_2024\\_health\\_and\\_wellbeing\\_board.pdf](https://www.barnet.gov.uk/sites/default/files/barnet_2024_health_and_wellbeing_board.pdf)

<sup>2</sup> [https://www.barnet.gov.uk/sites/default/files/appendix\\_a\\_-\\_barnet\\_2024\\_community\\_leadership\\_and\\_libraries\\_committee.pdf](https://www.barnet.gov.uk/sites/default/files/appendix_a_-_barnet_2024_community_leadership_and_libraries_committee.pdf)

<sup>3</sup> <https://www.barnet.gov.uk/sites/default/files/2019-02/Barnet%20CIL%20receipts%20and%20expenditure%20201718%20December%202018.pdf>

<b>Mayor of London: The mayor's strategy for sport and physical activity in London</b>		
<i>Summary</i>	<i>Relevant themes and goals</i>	<i>Considerations for POC</i>
The Mayor of London publishes various policies to improve London (which includes the Borough of Barnet), one of which is Sport for All of Us	<ul style="list-style-type: none"> <li>• Two overarching aims to make London the most active and socially integrated city in the world</li> <li>• Sport Unites<sup>13</sup>, interested in funding projects that bring people of different backgrounds together</li> <li>• Sport Unites will particularly focus on people with a disability, suffer from mental health, are lonely, from an area where there is a high crime rate amongst young people or from low income families</li> <li>• Interested in getting young people trained as coaches/instructors</li> <li>• Support other Mayor campaigns e.g. Young Londoners Fund<sup>14</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity to explore needs of Hindu community which could win the support of Sport Unites</li> <li>• Interest in young people in particular whether that is experiencing the centre or training people</li> </ul>

<b>Welsh Harp/Brent reservoir management plan: Joint committee of Brent &amp; Barnet Council, and the Canal and River Trust (2016)<sup>15</sup></b>		
<i>Summary</i>	<i>Relevant themes and goals</i>	<i>Considerations for POC</i>
This group acts as the co-ordinating body for land owners, statutory bodies and other interested groups. The committee meets approximately 3 times a year and this is the latest management plan for the Brent Reservoir	<ul style="list-style-type: none"> <li>• Within the 7 management objectives of the plan are <ul style="list-style-type: none"> <li>• To provide and encourage public enjoyment of the site</li> <li>• To improve access to the site – in particular for those with limited mobility</li> <li>• To involve existing users in the management and development of the site</li> <li>• To promote appropriate recreation</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Shared interest in many areas of conservation</li> <li>• Keenness to improve public use and get better access</li> <li>• Limits to motor boat offer, and other activities?</li> </ul>

<sup>13</sup> <https://www.london.gov.uk/what-we-do/sports/sport-unites/london-together>

<sup>14</sup> <https://www.london.gov.uk/what-we-do/education-and-youth/young-londoners/mayors-young-londoners-fund>

<sup>15</sup> <https://www.brent.gov.uk/media/16404048/brent-reservoir-welsh-harp-management-plan-15-03-2016.pdf>

	<ul style="list-style-type: none"> <li>• To promote and pursue sustainable good practice</li> <li>• Both sailing and nature conservation benefit from limiting tree growth along the edge of the reservoir</li> <li>• The use of powered boats can disturb waterfowl and birds therefore there are agreed floating limits, where sailing is not permitted</li> </ul>	
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## Conclusion

While in no way an exhaustive assessment of the strategies and policies that might impact upon or influence the development of POC, the above review does highlight some key themes to note and give reference to when making funding bids, for example. In summary, these are:

i.	The move away from 'sport for sport's sake' to sport and physical activity as a means of delivering social impact through tackling inactivity and improving health and wellbeing, particularly amongst children and young people
ii.	Five leading outcomes for sport and physical activity now widely adopted: physical wellbeing; mental wellbeing; individual development; social and community development; economic development
iii.	Reaching out to the wider community and the targeting of activities towards children and young people, women, disabled people, those in lower socio-economic groups and older people
iv.	Support for and development of alternative business models and delivery partnerships, in particular using social sector organisations to deliver community services
v.	The opportunities to bring together Londoners of different backgrounds particularly multi-faith
Vi	Increased importance and effectiveness of multi-sports clubs/community hubs
vii.	Enhanced opportunities for positioning Phoenix Outdoor Centre as a key partner for the development and delivery of facilities and activities within Barnet
viii.	Environmental benefit that POC can bring to help manage the reservoir and green space
ix.	Support for and development of alternative income streams
x.	Greater importance attached to demonstrating the impact delivered by POC

xi.	The pressure to develop/invest in community facilities with the increased houses in the local area
xii.	Volunteering and the (increased) opportunities that POC offer, particularly for younger people



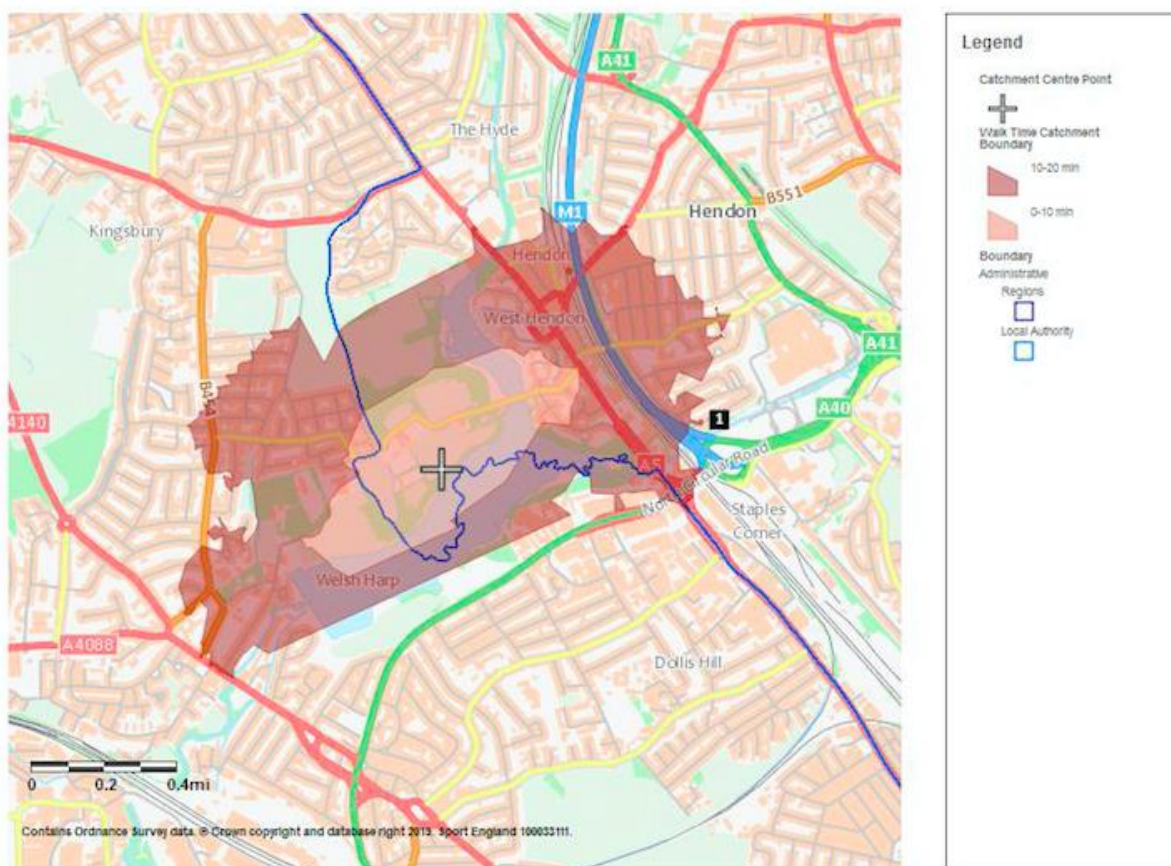
### Appendix 3: Demand and supply of water sports and other outdoor adventurous activities

In this section we assess the demand for and supply of water sports and other outdoor adventurous activities within POC’s catchment area.

#### Catchment - population

Sport England’s Active Places Power tool has been used to determine the catchment population living within a 10 and 20 minute walk of POC’s site (postcode NW9 7ND), and also within a range of car journeys up to 20 minutes. Both indicate that there are significant numbers of potential users who are able to access POC’s facilities with relative ease, largely because of POC’s proximity to large urban areas:

Figure 16: catchment area showing a 0-10 minute and 10-20 minute walk to POC’s site - map view

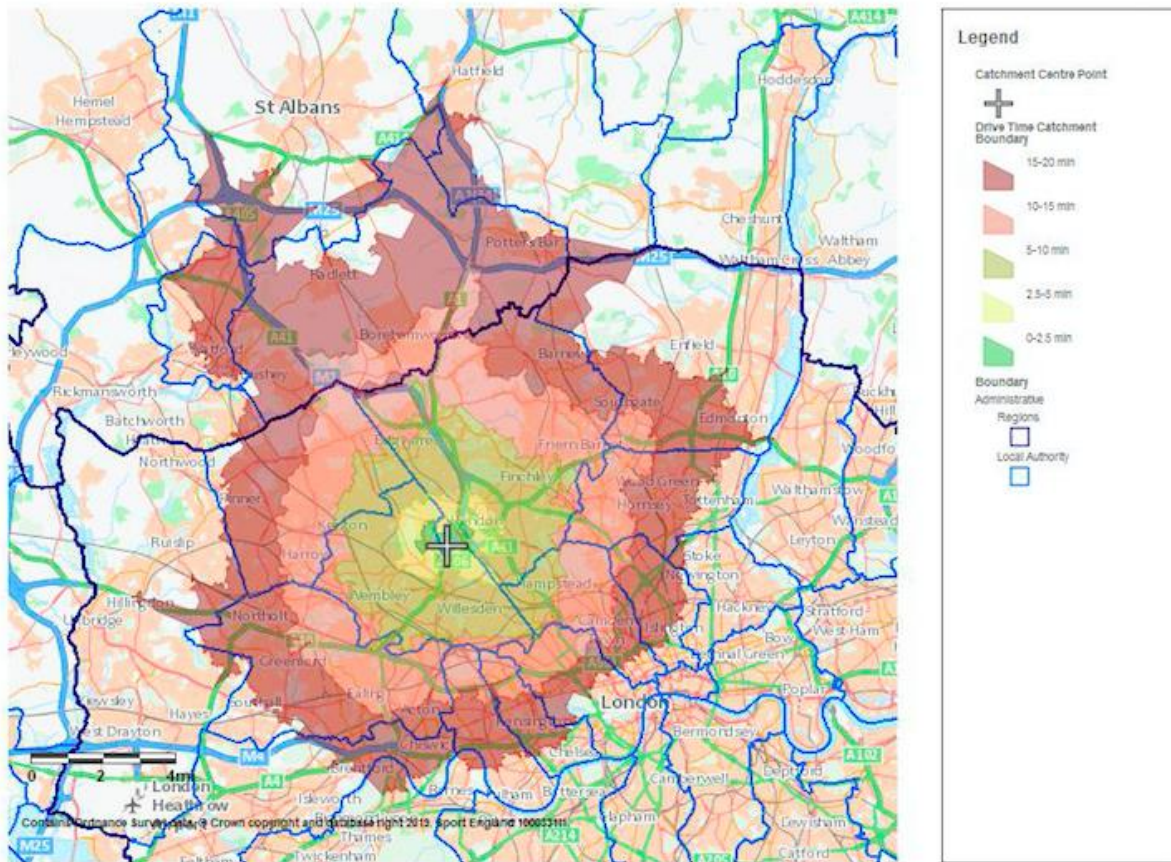


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Figure 17: Barnet/Brent residents within a 0-10 minute and 10-20 minute walk of POC's site, by age group

Combined	0-14	15-24	25-39	40-59	60-79	80+	Total
0-10	67	63	135	107	81	26	479
10-20	1,902	1,549	3,063	2,647	1,357	308	10,826
Total	1,969	1,612	3,198	2,754	1,438	334	11,305

Figure 18: catchment area within a 20 minute drive of POC's site - map view



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Figure 19: catchment area population within a 20 minute drive of POC's site - by age group

Combined	0-14	15-24	25-39	40-59	60-79	80+	Total
0-2.5	2,425	1,919	3,551	3,263	1,695	387	13,240
2.5-5	14,247	10,420	19,486	16,866	8,844	2,248	72,111
5-10	68,520	46,517	100,695	84,023	43,962	11,510	355,227
10-15	60,930	39,967	93,256	85,162	45,378	11,759	336,452
15-20	62,121	44,941	75,631	86,772	47,339	12,784	329,588
Total	208,243	143,764	292,619	276,086	147,218	38,688	1,106,618



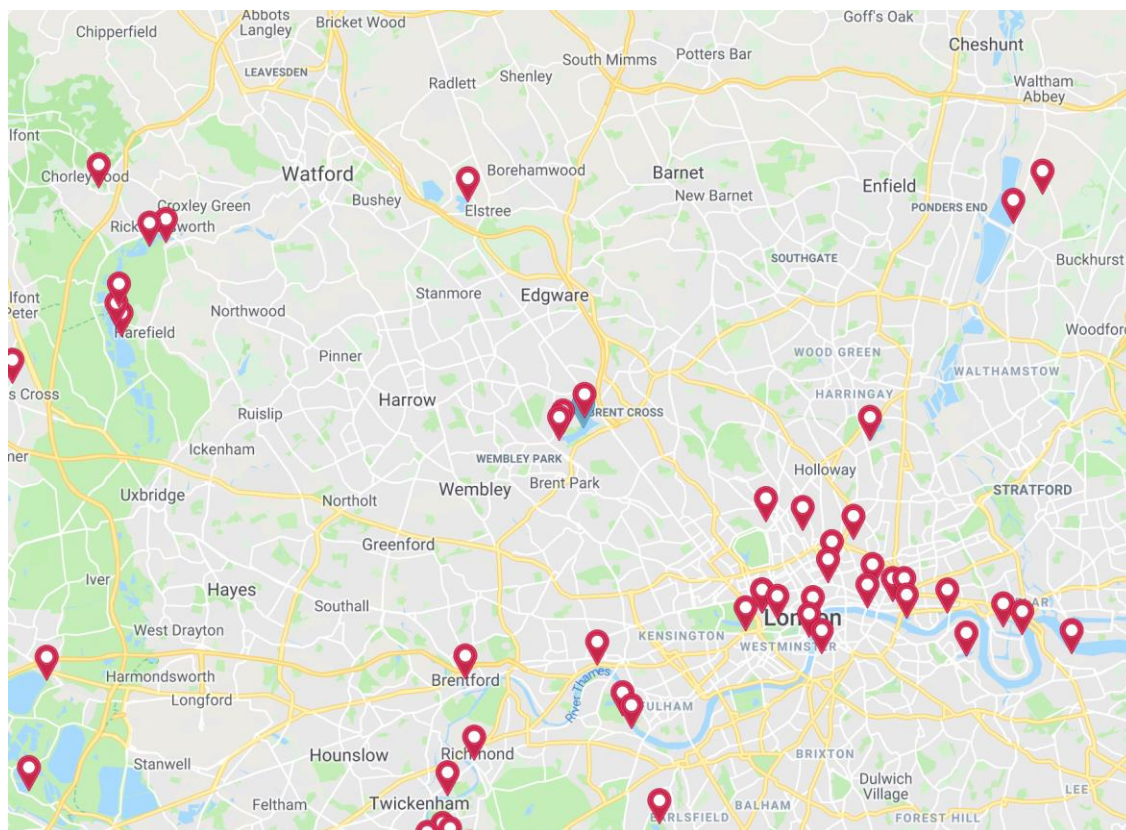
In summary, Active Places Power indicates there are over 11,000 people living within a 20 minute walk of POC's site, and over 336,000/1.1m people living within a 10/20 minute drive time. Given POC's setting within the Greater London conurbation it is not surprising that such a large population is within relatively easy reach of the centre. Nevertheless, it is a significant positive in terms of POC wishing to develop services and activities both for local people who live within walking distance and those who may travel by car or public transport from further afield.

### Catchment – competing water sports venues

Despite the POC's extensive catchment area there are only two other Royal Yachting Association<sup>16</sup> affiliated clubs within a reasonable travel time of POC's location, and these happen to be located nearby on the Brent Reservoir, namely Welsh Harp Sailing Club and Wembley Sailing Club. The RYA club finder service lists both clubs as offering:

- Dinghy cruising
- Yacht cruising
- Dinghy racing
- Motor boating
- Windsurfing

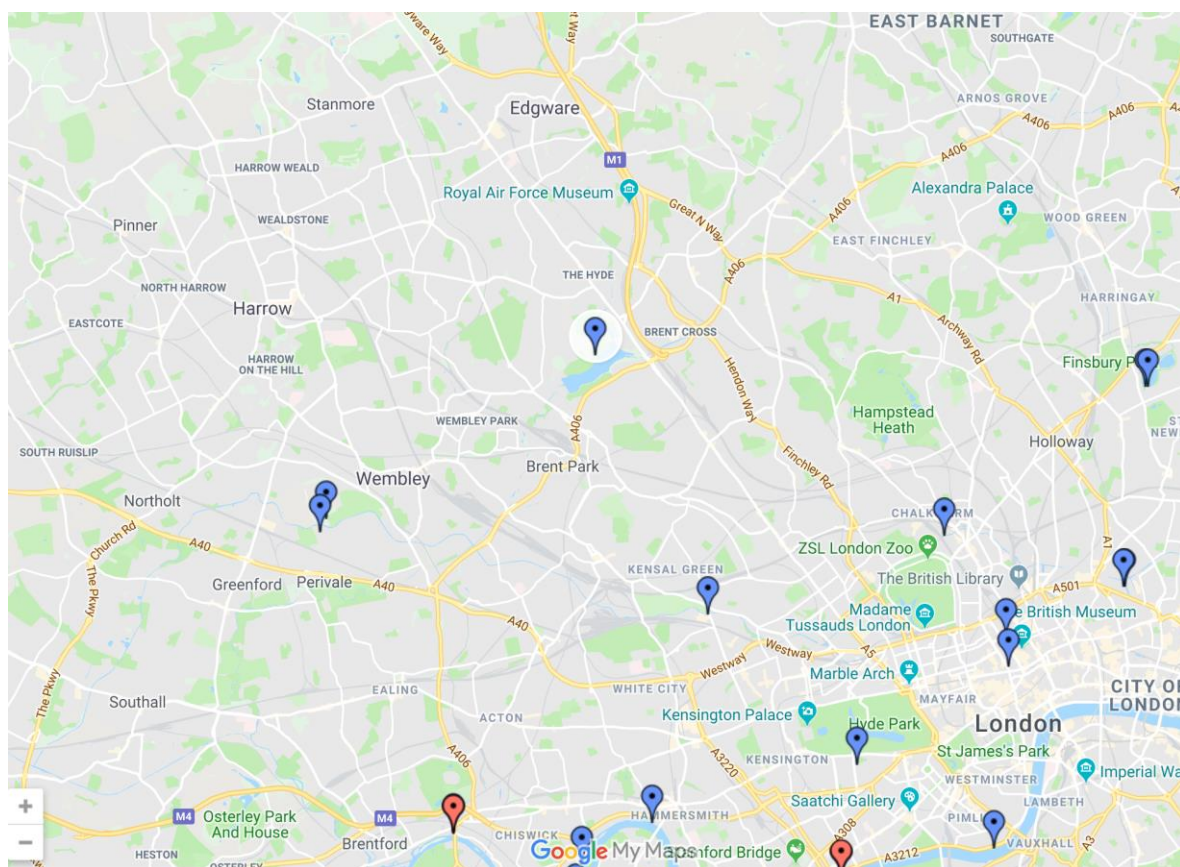
Figure 20: RYA Clubs in surrounding areas to POC



<sup>16</sup> <https://www.rya.org.uk/Pages/wheres-my-nearest.aspx/start>

In terms of kayak and canoe clubs in London<sup>17</sup>, POC commands an even stronger position with the nearest clubs<sup>18</sup> being the Sharks Canoe Club (Harefield, London Borough of Hillingdon) and Ealing Canoe Club, both approximately 6 miles away.

Figure 21: Canoe clubs listed in North-west London snapshot by Canoe London website



The Sharks Canoe Club is listed as “a competitive canoeing club, with an interest in slalom, wild water racing, marathon and sprint racing. The club teaches and coaches people of all ages, both youngsters and adults, and organises canoe races, including entry level races in both marathon and wild water racing.”

Ealing Canoe Club is listed as being “open to individuals, school groups, youth and other organisations. The minimum age for membership is normally 8 years, but under 12s need to be accompanied by a parent/guardian. Members enjoy Racing (Sprint & Marathon), Touring, Open Canoeing and General Paddling for fitness and fun.”

POC’s close proximity to two established sailing clubs almost certainly precludes the centre from developing a significantly larger sailing offer than it currently delivers, not least because the relationship between all three clubs appears to work. Given this, there may be scope for further strengthening the business of each club through improved signposting to one another’s services and joint delivery of programmes and activities, particularly those that generate sustainable income.

<sup>17</sup> <https://canoelondon.com/canoe-clubs-in-london/>

<sup>18</sup> Listed on the Canoe London website - <https://canoelondon.com/canoe-clubs-in-london/>



The situation with regard to rival canoe and kayak clubs is much clearer: PCC has no immediate rivals geographically, which means a potentially very large untapped catchment area.

### Catchment: competing/complementary adventurous activities

Adventurous activities – both indoor and outdoor – include climbing, bouldering, high ropes courses and adventure playgrounds. While these activities offer competition to organisations providing water based sports, they can also be complementary, offering greater choice for users and a ‘sharing’ of clients.

Research indicates that there are no major high ropes or adventure playground facilities within a 20 minute drive of POC’s facilities. In terms of climbing, the following map highlights the location of climbing centres located in north London:

Figure 22: Climbing walls in north London (London Climbing Guide)



The four climbing walls nearest the red circle (POC’s location) are, in order of closeness:

1. Hendon Leisure Centre, Marble Drive, London NW2 1XQ (2 miles by road from POC): offers top rope and lead climbing (8m high roped wall, 50+ routes from 4+ to 7b)
2. The Arch Climbing Wall North, 5 Burnt Oak Broadway, Edgware HA8 5LD (2.4 miles by road from POC): extensive, bespoke climbing centre divided into 10 areas which feature mostly overhanging climbs; bouldering
3. Swiss Cottage Leisure Centre, 4a Adelaide Rd, London NW3 3NF (4.9 miles by road from POC): modest beginner to intermediate level indoor wall

4. Westway Sports Centre, 1 Crowthorne Rd, London W10 6RP (6.5 miles by road from POC): established centre with extensive walls and routes catering for all levels of climbing ability

It would be worth POC investigating whether partnerships can be formed with these climbing centres, notwithstanding the fact that again, as with water sports, there is only modest provision within POC's catchment area, as the above map indicates.

As part of their redevelopment proposals POC are planning to install a climbing wall on the easterly face of the new clubhouse building. As it will be modest in size and height, and will be an outdoor facility, the wall's use will be somewhat limited. Nevertheless, it can provide an excellent introduction to the activity, with users then encouraged to progress to one of the climbing centres above. In turn, those centres should be encouraged to promote POC's water-based activities to its clientele.

Another, more informal 'adventurous' activity POC could consider offering is a water-based inflatable assault course. Originally developed at indoor swimming pools there are now a number of outdoor inflatable water parks across the country, with a small number located on the outskirts of London - the nearest to POC's location include:

Thorpe Lakes in Surrey - [www.thorpelakeswatersports.co.uk](http://www.thorpelakeswatersports.co.uk)

Liquid Leisure in Windsor – [www.windsor.liquidleisure.com](http://www.windsor.liquidleisure.com)

Aqua Splash in Sawbridgeworth – [www.aqua-splash.co.uk](http://www.aqua-splash.co.uk)

Each of these three boasts a significant area of water and a large amount of inflatable equipment. While POC's site is perhaps more constrained (when other uses of the reservoir are taken into account, it would nevertheless be worth POC exploring the viability of a more pared down offer, much as with the centre's proposed climbing offer. There are a number of companies online (e.g. [www.airqueue.com/en/](http://www.airqueue.com/en/) which sell the equipment and would be able to give POC an idea of what could be provided. As with other water based activities, POC has the advantage of a large catchment and little in the way of competition, meaning that this is an income generating opportunity worth exploring further.

### **Dragonboat racing**

The consultation indicated an interest in this being provided. There would appear to be no nearby facility offering it. There are 2 clubs in London, both in the east of the city:

<http://www.thamesdragons.com/> in the Royal Albert Dock.

<https://www.ragingdragons.co.uk/> in the Isle of Dogs

There are also number of venues offering Dragonboat racing in the wider London and surrounding area but none near the POC:

<https://dragonboatfestivals.co.uk/venues/london-dragon-boat-venues/>

This therefore looks like a potential future growth area and POC has done some already with a staff to participant ratio of 1 to 10. Given other water users, it would appear likely that POC would offer a basic introduction for participants rather than racing regattas, and it could be an additional offer to club members. Schools, youth groups and corporate days could be explored.

### **Unmet/latent demand for water sports**

Water sports and activities – particularly canoeing and kayaking for school groups – are POC’s core offer, and as such represent the best way of sustaining and increasing business at the centre. The key challenge for POC therefore is to stimulate additional water-based activity through the school week, and in particular during quieter periods of the day, traditionally 3.00pm-6.00pm on weekdays.

**Independent schools:** POC is already well linked to a large number of schools and sends marketing emails to around 550 contacts, many of whom are in the state school sector. POC reports, however, that they have relatively little contact with private schools in the London area: given that private schools typically commit significant resources to the physical education of their students, have a longer school day and easy access to transportation, it would be worth undertaking a concerted marketing campaign to the private school sector.

The Independent Schools Council indicates that there are 54 fee paying schools within a 5 mile radius of POC’s location ([www.isc.co.uk/schools/](http://www.isc.co.uk/schools/)). The contact details of these schools have been collated and are submitted alongside this business plan.

**After school providers:** after school clubs are a rapidly growing market as more and more parents need to extend their children’s day care as a result of their own working patterns. POC should consider entering into dialogue with local after school providers to explore whether groups of children could be brought to the centre to take part in various activities.

The Barnet Childcare Directory lists 19 after school clubs within a 5 mile radius of POC (searchable database here: [https://familyservices.barnet.gov.uk/SynergyWeb\\_Live/CD/](https://familyservices.barnet.gov.uk/SynergyWeb_Live/CD/)).

Brent Council lists 31 ‘Out of School’ service providers within a 5km radius of POC (searchable database here: <https://www.brent.gov.uk/services-for-residents/children-and-family-support/childcare/after-school-and-holiday-care/>).

**Youth Organisations:** there are a wide range of youth organisations within London that are affiliated to national youth movements or bodies – some are very well known, such as The Scouts, Girlguiding, St John’s Ambulance – others are linked to military services or religious faiths. Most are reasonably well resourced, well organised and interested in providing their children and young people with exciting and engaging outdoor activities. Wikipedia provides a long list of the better known and some lesser known groups ([https://en.wikipedia.org/wiki/Youth\\_organisations\\_in\\_the\\_United\\_Kingdom](https://en.wikipedia.org/wiki/Youth_organisations_in_the_United_Kingdom)) and it is recommended that POC work through the list and make contact with those it would be interested in working with.

**Alternative provision:** Alternative provision (AP) is education outside school, arranged by local authorities or schools, for pupils who do not attend mainstream school for reasons such as school exclusion, behaviour issues, school refusal, or short- or long-term illness. AP can be delivered in a variety of settings, sport and physical activity venues being popular amongst them.

Brent and Barnet Councils will have a list of preferred partners to whom POC could pitch their services as part of the provider's offer. Alternatively, there are a number of multi-academy trusts with constituent providers to whom a similar pitch could be made. TBAP Multi-Academy Trust has three regional hubs situated in London, the East and the North West of England, and publishes a directory of its providers ([https://www.tbap.org.uk/css/AP-Directory/AP%20Directory%202018-19\\_WEB.pdf](https://www.tbap.org.uk/css/AP-Directory/AP%20Directory%202018-19_WEB.pdf)). Interestingly, one listed provider is Epic CIC, which has developed a comprehensive range of water sports, adventurous activities and outdoor learning programmes for schools. POC could consider entering into dialogue with Epic to explore whether its Brent Reservoir facilities could become a satellite centre.

**Activity finder websites:** there are a number of online databases which signpost potential customers to POC's facilities, including Barnet Council's and Brent Council's sports directory, Canoe London and British Canoeing. However, there are other high profile databases that do not feature POC, and which it would be worthwhile having a presence on, including:

Day Out With The Kids - [www.dayoutwiththekids.co.uk](http://www.dayoutwiththekids.co.uk)

Get Active London – [www.getactive.io](http://www.getactive.io)

Visit London - [www.visitlondon.com/things-to-do/whats-on/sport/water-sports/1](http://www.visitlondon.com/things-to-do/whats-on/sport/water-sports/1)

The Government's new School Sport Action Plan has a focus on inclusion of pupils with physical and other disabilities. Given the POC already gives opportunities to those with a disability this may be an area to be highlighted more. The Youth Sport Trust is bringing partners together to focus on inclusion, the contact is [gary.grieve@youthsporttrust.org](mailto:gary.grieve@youthsporttrust.org)

## Summary and conclusions

POC has a significant catchment advantage given the large number of people living within north-west London and the relative lack of water-based and other outdoor adventurous activities in the surrounding area. POC can offer a valuable introduction to canoeing, kayaking and sailing, a gateway to water sports participation at bigger sites (e.g. Lee Valley, coastal areas) and also a convenient place for enthusiasts that don't have the time/resources to travel further afield. It is also well placed to offer additional activities such as climbing, Dragonboat 'racing' and inflatable assault courses.

In terms of unmet/latent demand, there are a number of routes for POC to explore to stimulate new business; this task will no doubt take time, but if only a very small percentage of contact organisations take up activities at POC's site it will have a significant, positive impact in terms of usage and in turn income.



## Appendix 4: Financial forecast assumptions

### Operating Income

#### Existing revenue streams

##### Camp Phoenix

	Current Facility	New facility		
		Year 1	Year 2	Year 3
Activities per year	64	67	73	83
Sessions per activity	5	5	5	5
People per session	6	6	6	6
Cost per person	£15.75	£15.75	£15.75	£15.75
Total	£30,243	£31,661	£34,496	£39,221

5%, 10%, 15% increase for first 3 years of new centre

##### Centre Course

	Current Facility	New facility		
		Year 1	Year 2	Year 3
Activities per year	38	39	42	48
Sessions per activity	3	3	3	3
People per session	10	10	10	10
Cost per person	£14.91	£14.91	£14.91	£14.91
Total	£17,000	£17,447	£18,789	£21,473

5%, 10%, 15% increase for first 3 years of new centre

##### Club Course

	Current Facility	New facility		
		Year 1	Year 2	Year 3
Activities per year	8	8	8	9
Sessions per activity	7	7	7	7
People per session	10	10	10	10
Cost per person	£15.56	£15.56	£15.56	£15.56
Total	£8,711	£8,711	£8,711	£9,800

5%, 10%, 15% increase for first 3 years of new centre

##### Paddle Party

	Current Facility	New facility		
		Year 1	Year 2	Year 3
Activities per year	37	38	41	47
Sessions per activity	1	1	1	1
People per session	13	13	13	13
Cost per person	£15.59	£15.59	£15.59	£15.59
Total	£7,497	£7,699	£8,307	£9,523

5%, 10%, 15% increase for first 3 years of new centre

##### Pool Sessions

	Current Facility	New facility		
		Year 1	Year 2	Year 3
Activities per year	12	12	13	14
Sessions per activity	1	1	1	1
People per session	21	21	21	21
Cost per person	£10.00	£10.00	£10.00	£10.00
Total	£2,520	£2,520	£2,730	£2,940

5%, 10%, 15% increase for first 3 years of new centre

##### Private tuition

	Current Facility	New facility		
		Year 1	Year 2	Year 3
Activities per year	50	52	57	65
Sessions per activity	1	1	1	1
People per session	3	3	3	3
Cost per person	£47.37	£47.37	£47.37	£47.37
Total	£7,106	£7,390	£8,101	£9,238

5%, 10%, 15% increase for first 3 years of new centre

##### River Trip

	Current Facility	New facility		
		Year 1	Year 2	Year 3
Activities per year	13	13	14	16
Sessions per activity	4	4	4	4
People per session	12	12	12	12
Cost per person	£3.75	£3.75	£3.75	£3.75
Total	£2,340	£2,340	£2,520	£2,880

5%, 10%, 15% increase for first 3 years of new centre

##### School Groups

	Current Facility	New facility		
		Year 1	Year 2	Year 3
Activities per year	348	365	401	461
Sessions per activity	1	1	1	1
People per session	16	16	16	16
Cost per person	£11.07	£11.07	£11.07	£11.07
Total	£61,658	£64,670	£71,048	£81,679

5%, 10%, 15% increase for first 3 years of new centre

### Taster Session

	Current Facility	New facility			
		Year 1	Year 2	Year 3	
Activities per year	19	19	20	23	5%, 10%, 15% increase for first 3 years of new centre
Sessions per activity	1	1	1	1	
People per session	5	5	5	5	
Cost per person	£15.00	£15.00	£15.00	£15.00	
Total	£1,425	£1,425	£1,500	£1,725	

### Revenue grants

	Current Facility	New facility			
		Year 1	Year 2	Year 3	
Grant received per year	£35,869	£37,662	£41,428	£47,642	5%, 10%, 15% increase for first 3 years of new centre
Total	£35,869	£37,662	£41,428	£47,642	

### Fundraising events

	Current Facility	New facility			
		Year 1	Year 2	Year 3	
Event income per year	£8,809	£9,249	£10,173	£11,698	5%, 10%, 15% increase for first 3 years of new centre
Total	£8,809	£9,249	£10,173	£11,698	

### Memberships

	Current Facility	New facility			
		Year 1	Year 2	Year 3	
Average membership cost	£65	£65	£65	£65	5%, 10%, 15% increase for first 3 years of new centre
Members per year	21	22	24	27	
Total	£1,365	£1,430	£1,560	£1,755	

## New revenue streams

### Training/fitness classroom bookings

	New facility		
	Year 1	Year 2	Year 3
Income per booking	-	£60	£60
Bookings per week	-	3	4
Weeks per year	-	48	48
Total	-	£8,640	£11,520

### Climbing wall hire

	New facility			
	Year 1	Year 2	Year 3	
Income per booking	£160	£160	£160	Assumed that the wall can be used for around half the year
Bookings per week	4	6	8	
Weeks per year	12	25	25	
Total	£7,680	£24,000	£32,000	

### Open Water swimming

	New facility			
	Year 1	Year 2	Year 3	
Income per customer	-	-	£5	There will be one evening and one morning per week from year 2, eg. a Thursday evening attracting 50 people and Sunday morning attracting 70 people
Customers per week	-	-	120	
Weeks per year	-	-	32	
Total	-	-	£19,200	

### Meeting room hire

	New facility		
	Year 1	Year 2	Year 3
Income per booking	-	£50	£50
Bookings per week	-	3	4
Weeks per year	-	50	50
Total	-	£7,500	£10,000

### Forest school

	New facility		
	Year 1	Year 2	Year 3
Income per child	-	£8.00	£8.00
Children per session	-	16	16
Sessions per programme	-	6	6
Programmes per year	-	9	12
Total	-	£6,912	£9,216

### Café and catering

Operator hire fee	-	£5,000	£5,000
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## Operating expenditure

Staff - Centre	Current Facility	New facility			
		Year 1	Year 2	Year 3	
Head of facilities and business development	£35,840	£36,800	£38,640	£40,572	£32k plus 12% on costs. 5% increase per year.
Coaching staff 1	£29,120	£29,900	£31,395	£32,965	£26k plus 12% on costs. 5% increase per year.
Coaching staff 2	£17,920	£17,920	£18,816	£19,757	£16k plus 12% on costs. 5% increase per year.
Coaching staff 3	-	£17,920	£18,816	£19,757	£16k plus 12% on costs. 5% increase per year.
Total	£82,880	£102,540	£107,667	£113,050	
<b>Activity costs</b>	<b>Current Facility</b>	<b>New facility</b>			
		Year 1	Year 2	Year 3	
Consumables	£2,007	£2,308	£2,654	£3,052	Assumed to scale up 15% per year as per existing income
Staff expenses	£17,196	£19,775	£22,742	£26,153	
International trip	£1,669	£1,919	£2,207	£2,538	
Equipment	£5,438	£6,254	£7,192	£8,271	
Total	£26,310	£30,257	£34,795	£40,014	
<b>Facilities maintenance</b>	<b>Current Facility</b>	<b>New facility</b>			
		Year 1	Year 2	Year 3	
Repairs	£4,694	-	£6,000	£9,000	0.8% and 0.5% of project cost (assumed £1.5m) as per <a href="https://www.sportengland.org/media/4370/life-cycle-costs-sports-halls-swimming-pools-changing-rooms-april-2012.pdf">https://www.sportengland.org/media/4370/life-cycle-costs-sports-halls-swimming-pools-changing-rooms-april-2012.pdf</a> . Repairs ramped up 0%, 50%, 75%, 100% as initial repairs should be covered by contractor as snagging, plus it is a new facility so repairs will be lower in first few years.
Sinking Fund	-	£7,500	£7,500	£7,500	
Total	£4,694	£7,500	£13,500	£16,500	
<b>Facilities costs</b>	<b>Current Facility</b>	<b>New facility</b>			
		Year 1	Year 2	Year 3	
Rent and rates	£3,330	£3,330	£3,330	£3,330	Assumed to remain constant at 2017/18 levels
Services (water, gas, electric, etc)	-	-	-	-	Assumed to remain constant at 2017/18 levels
Total	£3,330	£3,330	£3,330	£3,330	
<b>Other costs</b>	<b>Current Facility</b>	<b>New facility</b>			
		Year 1	Year 2	Year 3	
Telephone	£500	£500	£500	£500	Assumed to remain constant at 2017/18 levels
Subscriptions	£7,685	£7,685	£7,685	£7,685	Assumed to remain constant at 2017/18 levels
Insurance	£4,951	£6,951	£6,951	£6,951	Additional £2k assumed for higher building cost insurance
Marketing	£1,286	£1,286	£1,286	£1,286	Assumed to remain constant at 2017/18 levels
Miscellaneous	£68	£68	£68	£68	Assumed to remain constant at 2017/18 levels
Office expenses	£1,237	£1,237	£1,237	£1,237	Assumed to remain constant at 2017/18 levels
Legal and Professional	£7,641	-	-	-	Assumed to be one off fees
Training	£1,693	£1,693	£1,693	£1,693	Assumed to remain constant at 2017/18 levels
Travel and meetings	£222	£222	£222	£222	Assumed to remain constant at 2017/18 levels
Vehicle expense	£1,997	£2,297	£2,641	£3,037	Assumed to scale up at 15% per year as per activities
Bank charges	£1,578	£1,815	£2,087	£2,400	Assumed to scale up at 15% per year as per activities
Waste disposal	£1,434	£1,434	£1,434	£1,434	Assumed to remain constant at 2017/18 levels
Website	£137	£137	£137	£137	Assumed to remain constant at 2017/18 levels
Parkrun set up fee	-	£3,000	-	-	£3k one off amount in year that parkrun starts
Total	£30,429	£28,324	£25,941	£26,650	
<b>Contingency</b>	-	£8,598	£9,262	£9,977	Budget for unforeseen costs - set as 5% of costs

## Tax

### Corporation tax

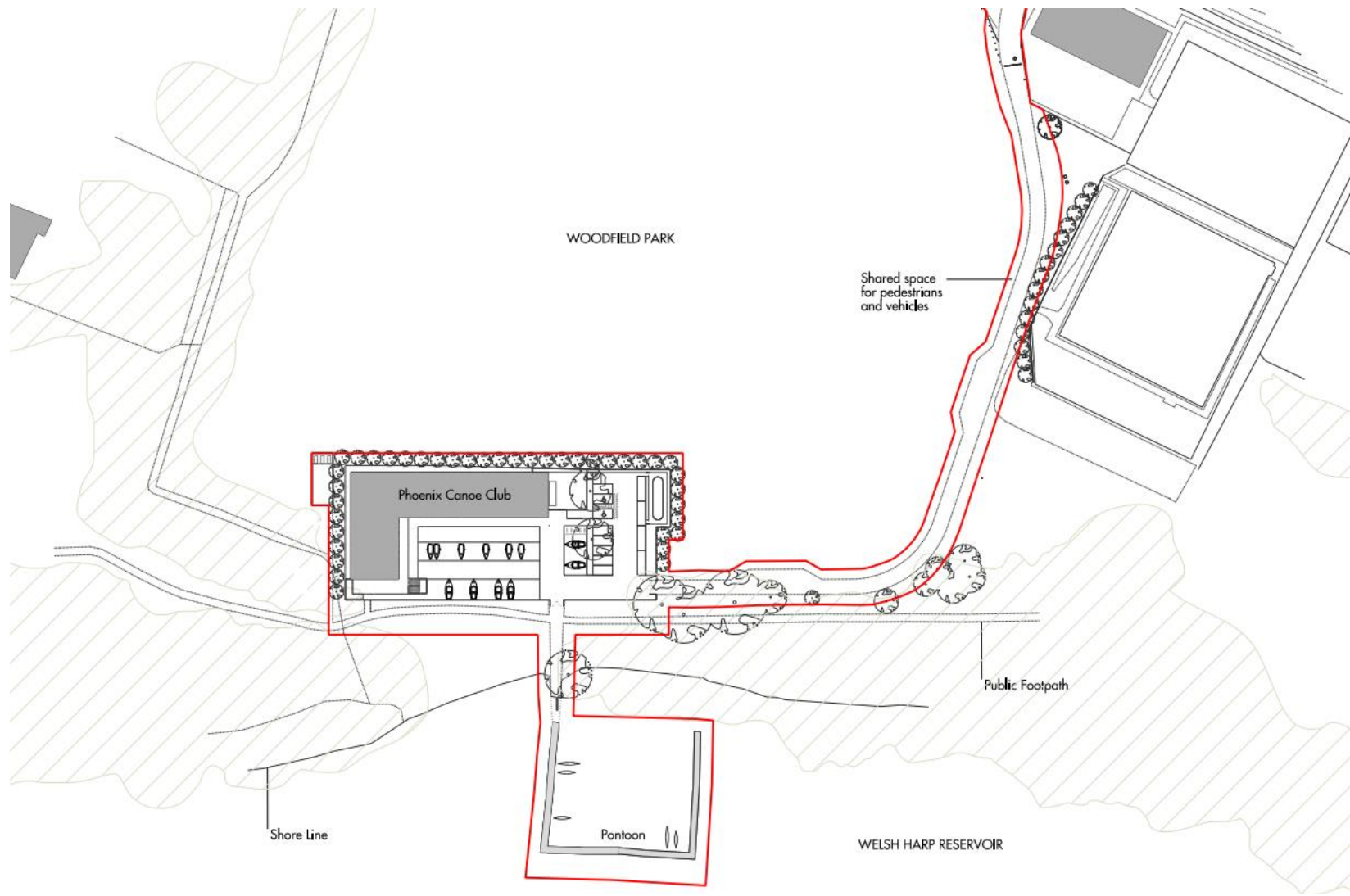
Assumed that no corporation tax is payable.

### VAT

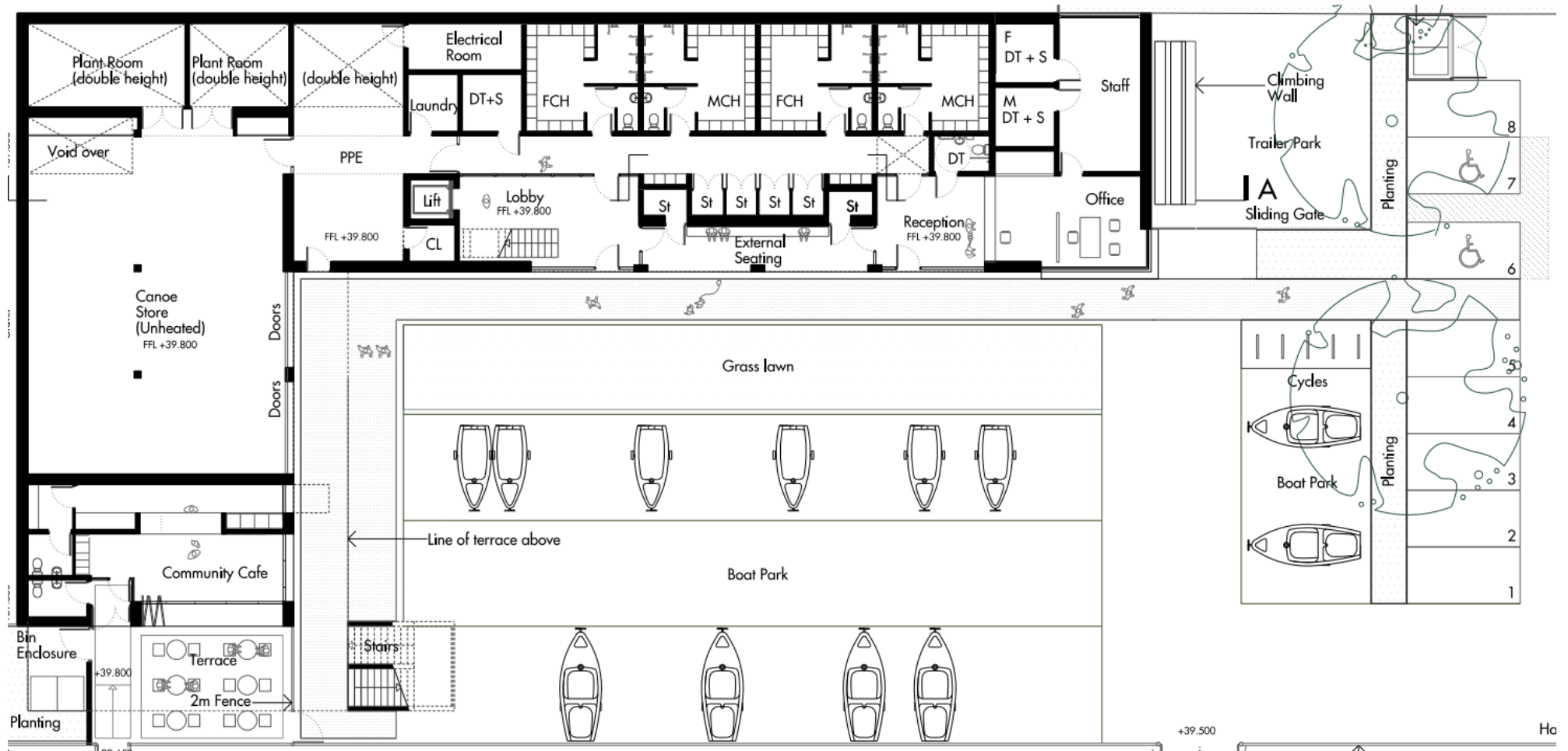
No VAT accounted for in forecast at the moment.

## Appendix 5: Designs

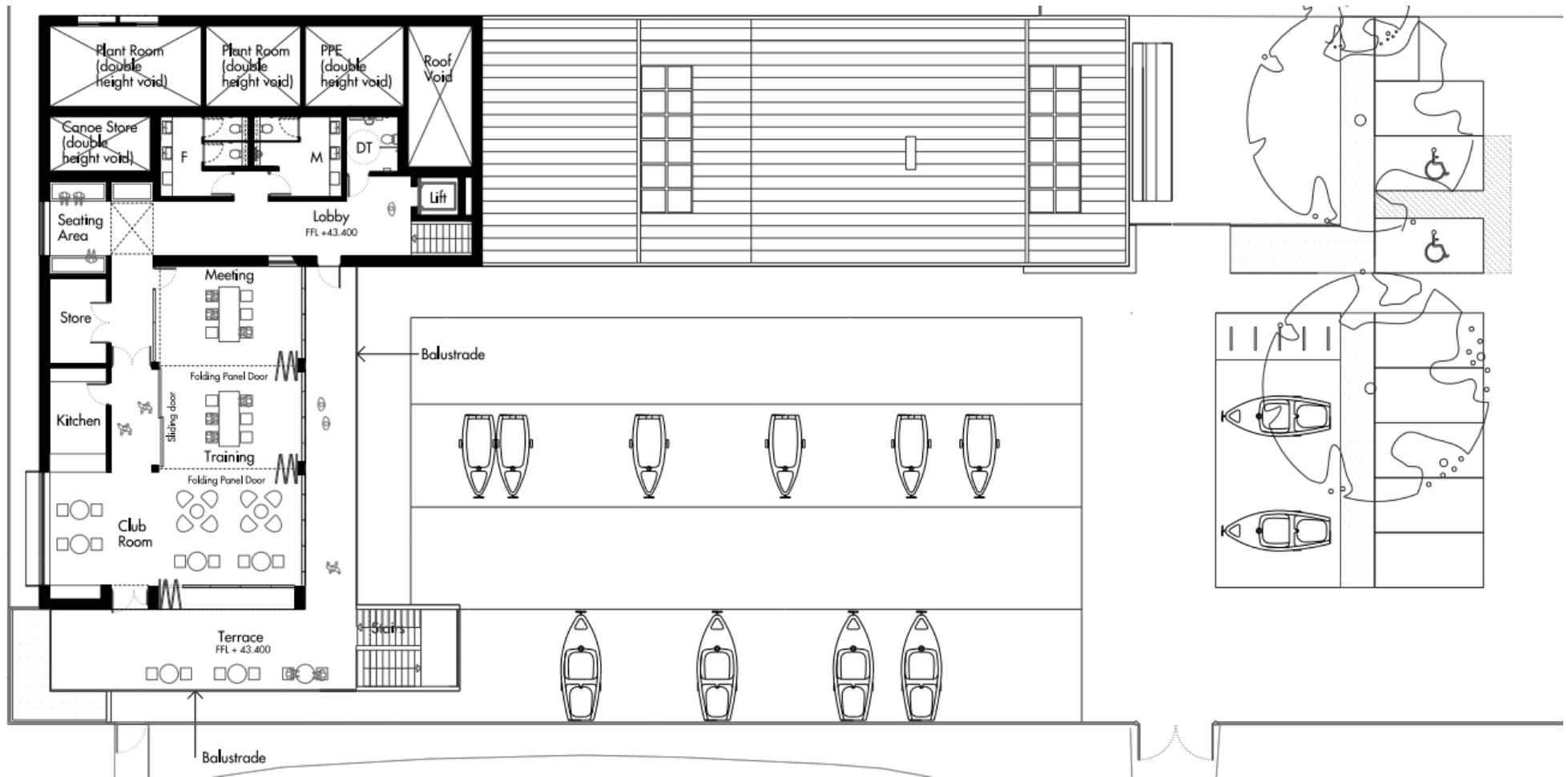
### Overall site layout



Ground floor



First Floor





20<sup>th</sup> and 23<sup>rd</sup> Southgate Scouts Troops

Scout Leader: F Ian Lamb

Palmers Green United Reform Church

Burford gardens

London N13 4AL

20thsouthgatescouts@gmail.com

23rdsouthgatescouts@gmail.com

9 October 2019

To whom it may concern

### **Phoenix Canoe Club - letter of support**

I have been taking scouts to Phoenix Canoe Club for some years now and know a good number of other scout leaders who also take their scouts there.

Our experiences of the water activities we have done at Phoenix - kayaking and bell-boating - over recent years are entirely positive and indeed the proportion of scouts who come back tired and happy is pretty much 100%.

We are enormously fortunate to have this facility on our doorstep - just 20 minutes away round the North Circular Road - as our next nearest option for water activities is nearly an hour away.

We are equally fortunate in the instructors at Phoenix, who exude competence and skill, give our young people confidence on the water and immediately resolve any difficulties they may get into in their boats. Sense of humour is paramount particularly with the recognition that children of scout age invariably want to end a session by being in the water - but very importantly this is tempered by disallowing this when we have made visits on cold days at the very end of the season.

I am enthusiastic for Phoenix to have their new building, as the only thing we don't like is the inadequacy of the current changing rooms - too small for the number of children we take and lacking separate facilities for adults, who then have to wait cold and wet until the youngsters have finished.

For this reason alone I look forward to visiting Phoenix in new premises, but equally I anticipate taking my scouts climbing and exploring the potential of the Forest School.

I would like to offer Phoenix my best wishes for completion of the rebuild and look forward to being among the earliest of users.

F Ian Lamb

To whom it may concern,

As a teacher in the Wembley area, I have utilised the facilities at the Phoenix Canoe club to fulfil and enrich many areas within the school curriculum. As a team building and orienteering training session for our Bronze and Silver Duke of Edinburgh students this was a fantastic opportunity for the participants to develop their navigation and compass skills. As a possible option for GCSE PE activity the year 10 students discovered what skills they would need to acquire and demonstrate in order to gain a good qualification.

Whilst teaching a Business studies unit of customer service I organised for the group to experience a kayaking session with the view that the students would see customer service during the on land training session and when out on the water. This was a great contrast to trips to Alexandra palace within the same unit.

Within our school I often seek out ways that I can utilise the centre as I feel it offers so much in the way of activities. The staff team are highly qualified and make sure that each experience is a positive one. I can't wait for the new facilities that will enable more activities to take place.

Yours sincerely



E-mail from Brendan Amooty, PE Dept. Alexandra Park School, Haringey – 10.10.19

FYI

Another proud parent - keep up the good work!

Best wishes

Bren

APS PE DEPT.

---

**From:** Brendan Amooty <bamooty@alexandrapark.school>

**Sent:** 10 October 2019 21:50

**To:** i Pressi <[ipressi@mac.com](mailto:ipressi@mac.com)>; Phillip Edwards <pedwards@alexandrapark.school>

**Cc:** Jed Marshall <jmarshall@alexandrapark.school>; Jayaram Naidoo

<jnaidoo@alexandrapark.school>; Honey ! <[itine@mac.com](mailto:itine@mac.com)>; Susan Hawkins

<shawkins@alexandrapark.school>; Pauline McWeeney <pmcweeney@alexandrapark.school>;

Barry Coleman

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Nathan Richardson <nrichardson@alexandrapark.school>; Barry Coleman

<bcoleman@alexandrapark.school>; Harry Markatis <hmarkatis@alexandrapark.school>

**Subject:** Re: Jadon Brockdorff-Kennedy (9E) - Students succeeding in sports outside of school

Dear Mrs Brockdorff and Mr Kennedy

Thank you so much for getting in touch and sharing this fantastic news and pics.

With yours & Jadon's permission, it would be great to highlight and celebrate his success on our PE blog and in the school newsletter.

Tokyo might be too soon, but come 2024 who knows...

Please congratulate Jadon on his success and I hope he acknowledges the no small part that his parents play in supporting his success.

Getting to competitions and training, is both time consuming and expensive.

If you check the link there is an opportunity for **Gifted and Talented** athletes from Haringey Schools to apply for funding from **Tottenham Grammar School Foundation** which is virtually guaranteed. This is aimed at supporting children who have already demonstrated their sporting ability, on their journey to further success.

<http://www.gc-solutions.org.uk/page2.html>

Thanks again for keeping us informed.

Best wishes

Bren Amooty

APS PE Dept

---

**From:** i Pressi <[ipressi@mac.com](mailto:ipressi@mac.com)>  
**Sent:** 09 October 2019 19:41  
**To:** Brendan Amooty; Phillip Edwards  
**Cc:** Jed Marshall; Jayaram Naidoo; Honey !  
**Subject:** Jadon Brockdorff-Kennedy (9E) - Students succeeding in sports outside of school

Hello!

Students succeeding in sports outside of school.

In July 2018 at the APS sports celebration evening, you may recall announcing that students should try sailing at Phoenix Outdoor Centre. Well, in August 2018, Jadon went along to Phoenix Outdoor Centre and completed his RYA Youth Sailing Scheme Stage 1.

Since August 2018, Jadon's passion for sailing has continued: Jadon is now RYA Stage 2, 3 and 4 and Start Racing.

Jadon was given the opportunity to participate in sailing at the 2019 London Youth Games at Queen Mary Sailing Club. We arrived at Queen Mary Reservoir to F4-F6 wind, white horses with occasional rain – very unfamiliar racing territory for Jadon. Nonetheless, Jadon had less than one year's sailing experience when competing in the 2019 LYG along with very challenging weather and a retiring old boat. Jadon finished all 4 races and overall placed 10th out of 17 London Boroughs in his class.

Jadon is currently participating in the 2019 London Youth Sailing League and finished 1st at the second event, 3rd at third event and 4th at the fourth event. With one more event to attend he is in a strong position for a League medal.

Over the past year, Jadon has worked intensely on his sailing outside of school. Following Jadon's performance at the recent RYA UK Zone Squad selection events, Jadon has been selected to join the RYA UK Zone Squad Programme - London and South East Topper. "The Programme is to feed talented sailors into the RYA UK Junior Squad Programme at the appropriate age and ability to enable them to succeed at World and European Championships at Junior and Youth level".

I am sure you will agree that these are great sporting achievements for Jadon and as parents we are extremely proud of his successes.

Sincerely  
Mrs Brockdorff and Mr Kennedy

*P.S - Jadon has ok'd these pictures.*



**(28/09/2019) - Datchet Water Sailing Club  
British Youth Sailing Regional Junior Championships - Jadon is the second  
boat (305) from right to left**



**(15/06/2019) - Queen Mary Sailing Club  
2019 London Youth Games**





**(20/01/2019) - Phoenix Outdoor Centre  
First New Year's Sailing**



**(17/08/2019) - Queen Mary Sailing Club  
Training about to start**

Monday, 14 October 2019

To whom it may concern,

We are delighted that the Phoenix Outdoor Centre & Canoe Club are moving the project forward to redevelop their headquarters and grounds. The new building will meet 9 out of 11 ambitions of British Canoeing: Stronger Together 2017-2021 strategy – a plan for the whole of the sport until 2021.

British Canoeing's "Vision 2020" wants paddle sports to be the first choice water sport for all.

Of the 5 strategic objectives "increase regular participation", "more and better places to paddle", "raise our profile" and "strong governance and leadership with quality operations" particularly resonate.

We look forward to holding our Regional Development Team Meetings at Phoenix Outdoor Centre in 2021.

Yours sincerely,

Terry Kinsella  
Chairperson  
London Region Development Team

Dear Sir

I am writing this letter of support for Phoenix Canoe Club and their redevelopment of their Club at Welsh Harp Reservoir. Phoenix are recognized by British canoeing as one of the leading affiliated Clubs in the country. Offering excellent access to paddle sport for all and their application would strengthen their ability to provide Paddlesport sessions to the local community This is in line with British Canoeing's "Stronger Together" strategy. That includes leadership and Coaching modules that have been developed specifically for the growing demand for Paddlesport across the country

It is a club which many of the regions I work with would be proud to have on their doorstep and it is for this reason I support their application.

If you require any further information please do not hesitate to contact me

Yours in Sport

Russell Smith

Area Development Officer – South East



10 October 2019

To Whom It May Concern

I am writing in support of Phoenix Outdoor Centre. It is a fantastic resource and peaceful oasis in the midst of urban London and benefits local children.

Our school took ten Year 6 children to compete in the Bell Boat regatta last July. None of our children had been in a Bell Boat or a boat race before. Some of them were representing their school for the first time. The camaraderie, team spirit and enthusiasm of all of the school groups attending was wonderful to see. The children had to work together and communicate; they learned new skills and had a brilliant day out.

The centre made this experience possible by organising it beautifully, providing expert instruction and offering it at a very affordable rate (£40). Our children loved it and we were grateful to be able to provide them with this adventure. They left with confidence and a sense of achievement. We hope to return in 2020.

As far as I am concerned, the more people who can benefit from the centre, the setting and experience, the better.

Yours sincerely

A. Sapirstein  
Learning Mentor

Dear Phil Atkinson,

How pleasing to hear that Phoenix Outdoor Centre has been granted planning permission for its expansion.

Beaver Scouts from the group I run, without exception, had a great time katanuing at your centre. With the encouragement of your friendly, enthusiastic staff even the most timid felt encouraged enough to join in the water confidence activities. It was a great evening that they will remember for a long time, and it's so great to see them gain skills and self-esteem that they can take forward into their lives. The parents who came to watch were delighted with the session.

How exciting that the redevelopment, centre improvements and additions such as the forest school will give my Scout group even more opportunities to bring our young people to your centre to build skills, self-confidence and self-reliance. It is a beautiful location – a place of calm in the busy urban lives of our young people.

The improved facilities will be very welcome, especially when we are bringing such a large group.

My own son was delighted to start learning to kayak on one of your kayak discovery courses. He is looking forward to doing much more kayaking. I completed RYA Sailing 1, something I have long wanted to do, at your centre under the patient tutelage of one of your instructors. This was not an easy task for me as my balance had been badly affected by an illness. Anything that challenges my balance is useful in re-learning balance so, although I am not the best sailor, this course was very useful to me.

I am sure that with the redevelopment the centre will go from strength to strength and encourage more people, adults and young people, to learn new skills, and will benefit many more people.

Best wishes,

Amanda Greenley

Group Scout Leader

8th Barnet Scout Group



Children's and Family Service  
0 – 19 Early Help Service  
The London Borough of Barnet  
2 Bristol Ave  
London  
NW9 4EW

contact: Traded Service & Programmes Team  
tel: 020 8359 5281  
e-mail: [BYES@Barnet.gov.uk](mailto:BYES@Barnet.gov.uk)  
date: 9 October 2019

**Letter of Support to Phoenix Canoe Club**

The Traded Service and Programmes Team, 0 – 19 Early Help Service of London Borough of Barnet would like to offer a letter of support for the Phoenix Canoe club with the redevelopment plans which will benefit the users who attend the area on a regular basis.

The partnership work with Phoenix began in 2013 where Barnet Youth Service supported Phoenix Canoe with equipment for delivery via a funding bid. Barnet Youth Service and Phoenix Canoe worked in partnership through a variety of programmes such as Positive Activities holiday activities and bespoke programmes throughout the years.

The activities placed on the Positive Activities Summer Programme have always and continue to prove incredibly popular with young people and families within Barnet, it is always one of the first activities that incurs a waiting list due to the demand and interest.

The Traded Service and Programmes team within the 0 – 19 Early Help Service will continue to work with Phoenix Canoe to develop the current delivery with further projects and programmes for 2020 that will continue to allow young people and families to access the outdoors and experiences. The programmes offer not only health and well-being benefits for all participants but further understanding of the life on the water including the importance of personal and group safety around water.

We look forward to working with Phoenix Canoe Club with future delivery particularly with the planned redevelopment which will open the space and water activity experiences to a wider user group.

**Traded Service and Programmes Team**  
**0 – 19 Early Help Service**

To whom it may concern,

As a Clinical Nurse Specialist working in cancer care with young people, I recently teamed up with a charity – Trekstock – and we co-ran a Paddlesport event for young people with cancer at Phoenix Outdoor Centre. This was the first event of its kind.

The event was a huge success, with the charity receiving excellent feedback on the quality of instruction, the hospitality of the centre and instructors, and young people's overall enjoyment of the day.

*"We have had some amazing feedback of how brilliant the day was. They all loved it."*  
(Trekstock charity representative)

The charity has expressed interest in running similar events in future. We would very much want to continue to have a relationship with the Centre as it is ideally located in the North of London, near the cancer hospital and its surrounding designated cancer hospitals, to be able to collaborate and run similar events in future.

In terms of catering for a cohort of young people with additional health needs, it would be ideal if the Centre had, in particular, large, warm changing rooms with hot showers, more toilets and disabled access. This would increase the appropriateness of the Centre to cater for groups with additional health needs or those who are less physically able.

As a healthcare professional and an experienced Paddlesport instructor, I fully support the campaign to redevelop the Centre, which would be of benefit to many communities such as ours.

Kind regards,  
Sarah

**Sarah Lea**  
Clinical Nurse Specialist Young Adult Sarcoma  
Mobile: 07815 721778

**Please note: My working days are Tuesdays, Wednesdays and Thursdays.**

We are committed to delivering  
top-quality patient care, excellent  
education and world class research  
**safety kindness teamwork improving**



Phil Atkinson  
Phoenix Canoe Club and Outdoor Centre  
Cool Oak Lane  
London  
NW9 7ND

Dear Phil,

**Letter of Support**

Thank you for consulting London Sport on your plans to develop the centre.

We fully support the club with its project to redevelop its facilities with its core aim to provide fit-for-purpose facilities to enable you to build upon the excellent work you have been undertaking since 2011, to provide opportunities for the communities in and around your location, to experience the thrill of the Watersport opportunities you have on offer. It is of particular importance to London Sport that the project is targeting the young people who are not currently participating. It is projects like this that are key in developing community hubs that provide suitable opportunities in getting more people more active and creating safe spaces to enable you to do so.

Another strength of your plans is the ability to further develop the great work you have been doing, particularly with young people, to develop programmes that enable young people to become the best they can be and without these suitable facilities, there would be limited opportunity to grow the good work you have started.

The project links directly with London Sport's strategy in 4 out of our 5 core areas of focus:

1. Making it easier for Londoner's to find the right activity, stay in it and achieve their potential
2. Get more resources by making the best use of what we already have and securing more
3. Support grassroots organisations by making the sector simpler and better
4. Bigger and better workforce to support activity

Good luck with the applications and do keep me updated as plans progress and any further support that can be offered.

A handwritten signature in black ink, appearing to read "David Gentles".

**David Gentles**

**Relationship Manager**

# Mapledown School



Working and Learning Together

10.10.19

Dear Sir/ Madam,

I am a teacher at Mapledown School which is a secondary school for young people with severe learning difficulties in Barnet Borough, North West London. For the past six years we have been visiting the Phoenix Outdoor Centre with different groups of students who have been challenged, excited and also given the fantastic opportunity to over-come massive fears to be able to engage in water sports activities with Phil and his team.

Phil and Mark have always made our staff feel at ease with getting out on the water with our students. We have managed to get all our young people out in bell boats or out on the speed boat for wheel-chair bound students. You can imagine that this has not always been an easy feat but we have done it and the students have been given experiences of a life time.

We completely support the new developments for the Phoenix Outdoor Centre. We look forward to better access arrangements for people with disabilities and the improvement of the site overall. The centre is a wonderful place next to nature. Phil and his team are inclusive and welcoming and we cherish having this centre as part of our educational experience here at Mapledown School.

Kind Regards from Suzi Ainsworth,

Class Teacher, Mapledown School.

Mapledown School, Claremont Road, London NW2 1TR  
Tel: 0208 455 4111 Fax 0208 455 4895 [www.mapledownschoo.co.uk](http://www.mapledownschoo.co.uk)

Office email: [office@mapledown.barnet.sch.uk](mailto:office@mapledown.barnet.sch.uk)

Headteacher: Steve Carroll: [head@mapledown.barnet.sch.uk](mailto:head@mapledown.barnet.sch.uk)

Deputy Head: David Aarons: [deputy@mapledown.barnet.sch.uk](mailto:deputy@mapledown.barnet.sch.uk)

Deputy Head: Sue Hart: [suehart@mapledown.barnet.sch.uk](mailto:suehart@mapledown.barnet.sch.uk)





**Rabbi Y.M. Greenberg** שליט"א  
School Rov

**Rabbi D Sulzbacher** שליט"א  
Menahel

**Mr D Wragg B.Sc., NPQH**  
Interim Head Teacher

Abbots Road  
Edgware, Middx.  
HA8 0QS

020 8906 9756

office@menorahgrammar.barnet.sch.uk

11 October 2019

Dear Phil

Hope all good.

So excited to hear about the project to upgrade your centre.

You have a fantastic place, our kids love coming to Phoenix and have a truly amazing time each time they come. They really enjoy the water sports, fresh air and the team building activities.

Wishing you huge success

Yours

Yoinoson Grosberg

9 October 2019

To whom it may concern,

**RE: Phoenix Outdoor Centre - Redevelopment**

I write in support of the redevelopment of Phoenix Outdoor Centre.

I am manager of the Sea Cadets Welsh Harp Boat Station. The Sea Cadets is a charitable youth organisation whose aims are to give young people the best head start in life through nautical fun and adventure.

We share the reservoir with Phoenix Outdoor Centre and over the years, we have developed a very strong relationship. The benefit of this strong relationship now means, where possible, we share equipment, resources and training opportunities.

The redevelopment of Phoenix Outdoor Centre would make a huge positive impact across the whole community. I believe that this new facility will encourage more people to get involved in the wide range of outdoor activities that Phoenix has to offer.

Yours faithfully,

Jon Russell

Welsh Harp Boat Station Manager





Mr. P. Atkinson  
Centre Development Director  
Phoenix Canoe Club  
Cold Oak Lane

**Letter of Support  
12<sup>th</sup> October 2019**

Dear Phil,

I write to offer our support for your project to redevelop the Phoenix Canoe Club Centre.

Willesden District Scout are a regular user of the centre and the opportunities to work with you to offer taster sessions for our members have been very successful with positive effects on our youth members.

We often see scouting as a gateway activity giving young people the opportunity to take part in many activities, that they wouldn't have otherwise been able to try.

Facilities like yours, close and accessible to our members, many living in areas of deprivation, are crucial to the scouting experience.

Yours sincerely,

David Kitchen  
District Commissioner

**Willesden District Scout Council**  
Scout Approach  
Village Way  
Neasden  
LONDON NW10 0LH

[info@willesdenscouts.org.uk](mailto:info@willesdenscouts.org.uk)  
[willesdenscouts.org.uk](http://willesdenscouts.org.uk)

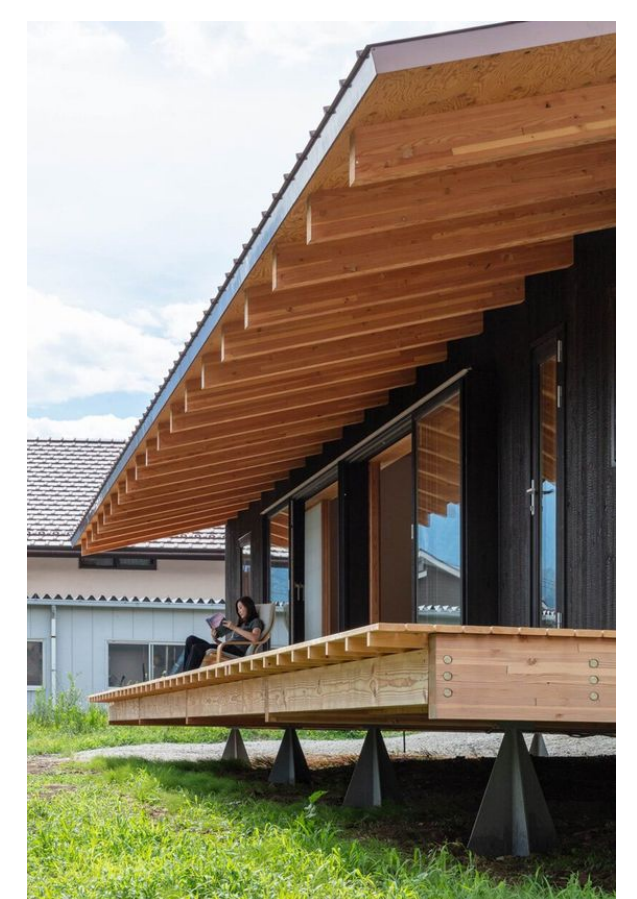
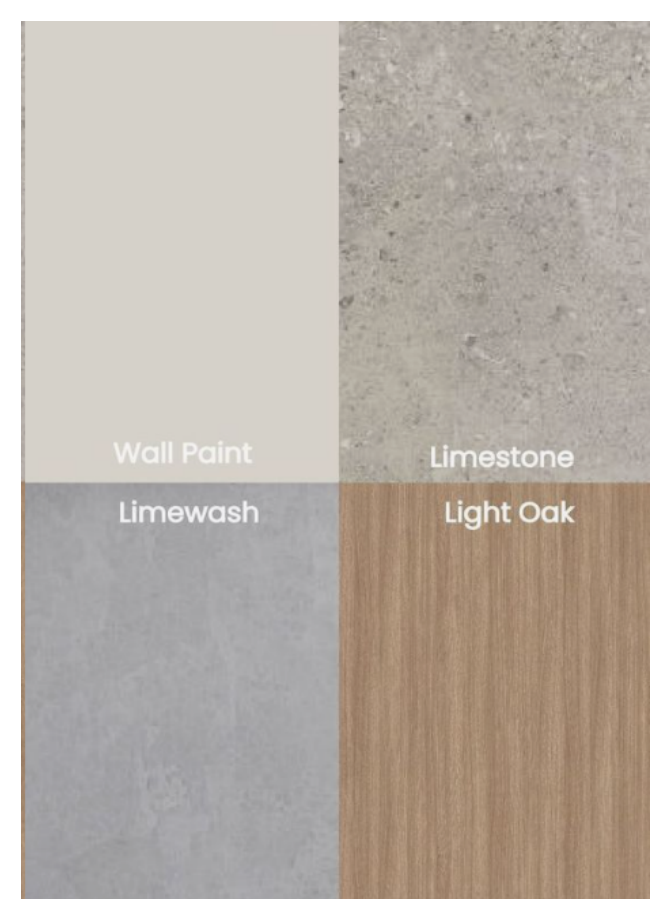
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Cladco Metal sheet roofing

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Project  
**Phoenix Canoe Club & Outdoor Centre**  
 PHASE 1 Building  
 Cool Oak Ln  
 London  
 NW9 7ND

Client  
**PHOENIX**  
 OUTDOOR CENTRE  
 & CANOE CLUB  
 Phoenix Canoe Club Ltd  
 Suite 115 Devonshire  
 House, Manor Way  
 Borehamwood  
 WD6 1QQ

Architect  
**DOR**  
 ARCHITECTS  
 DOR Architects Ltd  
 7 Hayes Crescent  
 London  
 NW11 0DG

Drawing Title  
**Axonometric & Palette**

Scale at A1 \_\_\_\_\_ Date \_\_\_\_\_  
 1:50 \_\_\_\_\_ 10/03/2024  
 Project No. \_\_\_\_\_ Drawing No. \_\_\_\_\_ Revision \_\_\_\_\_  
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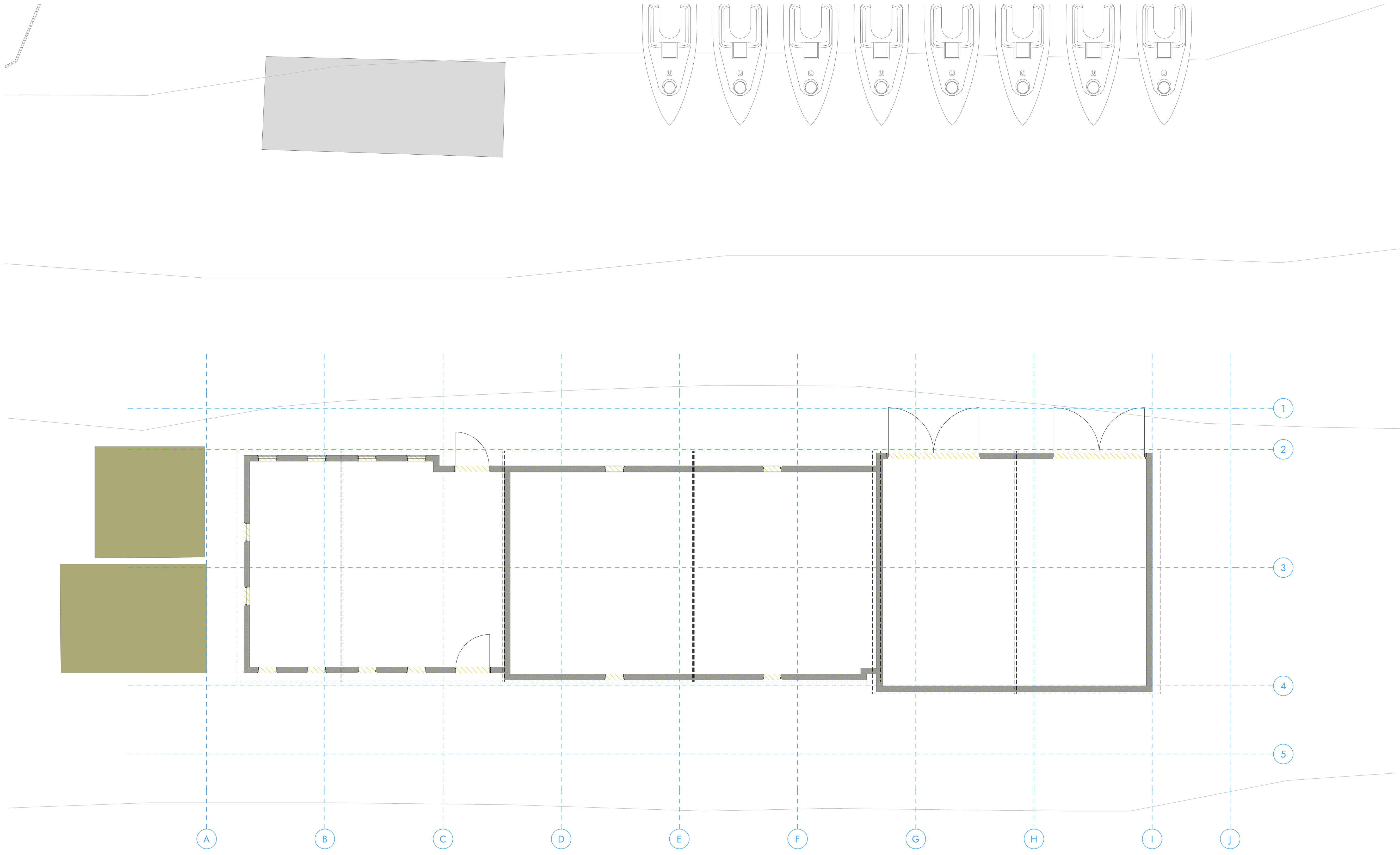


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 WD6 1QQ

Architect  
**DOR**  
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 DOR Architects Ltd  
 7 Hayes Crescent  
 London  
 NW11 0DG

Drawing Title  
**Demolition (Ground Floor)**  
 Scale at A1 Date  
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 Project No. Drawing No. Revision  
 PCC D100

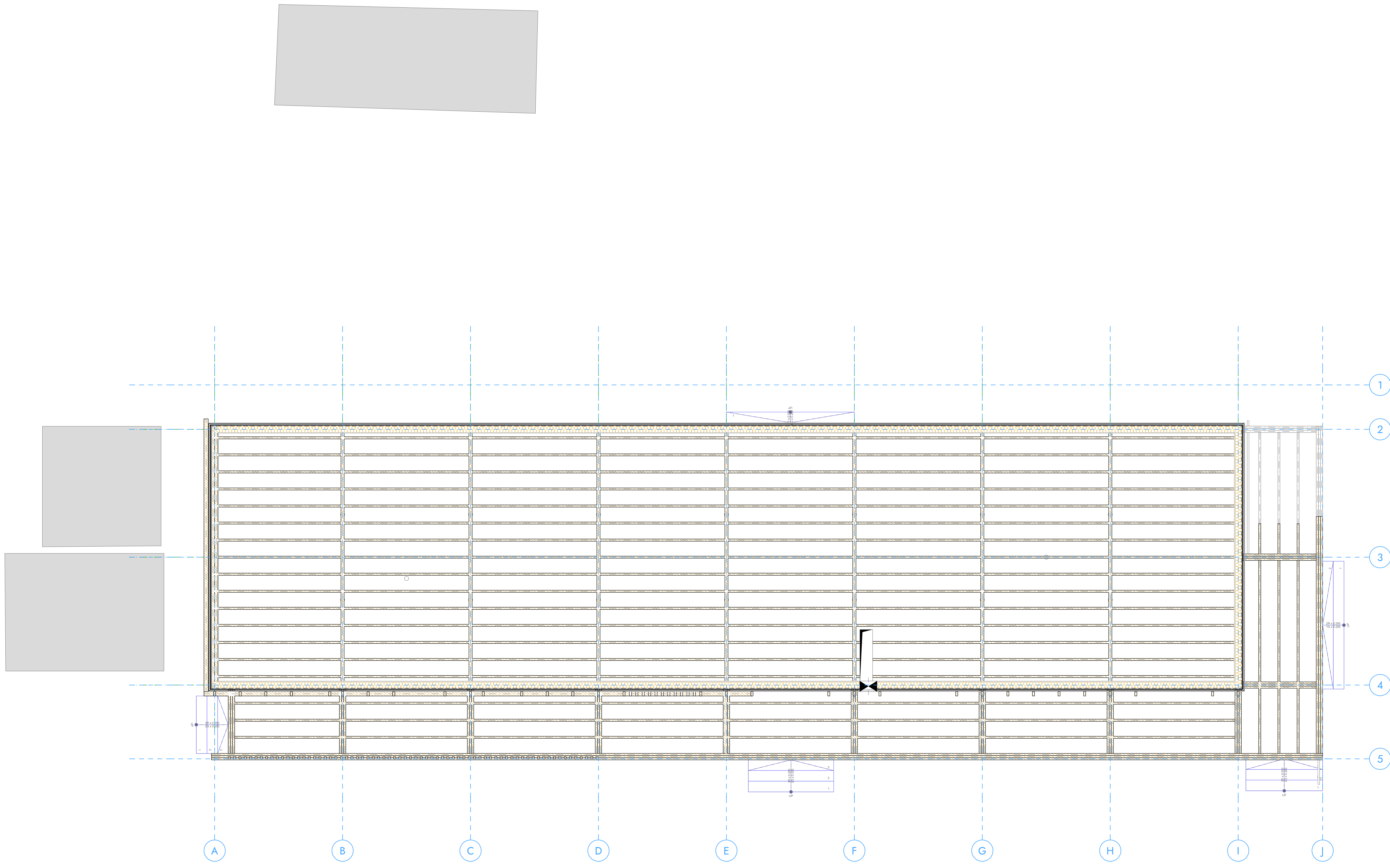


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Architect  
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 NW11 0DG

Drawing Title  
**Base Plan**

Scale at A1 Date  
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Project No. Drawing No. Revision  
 PCC GA100

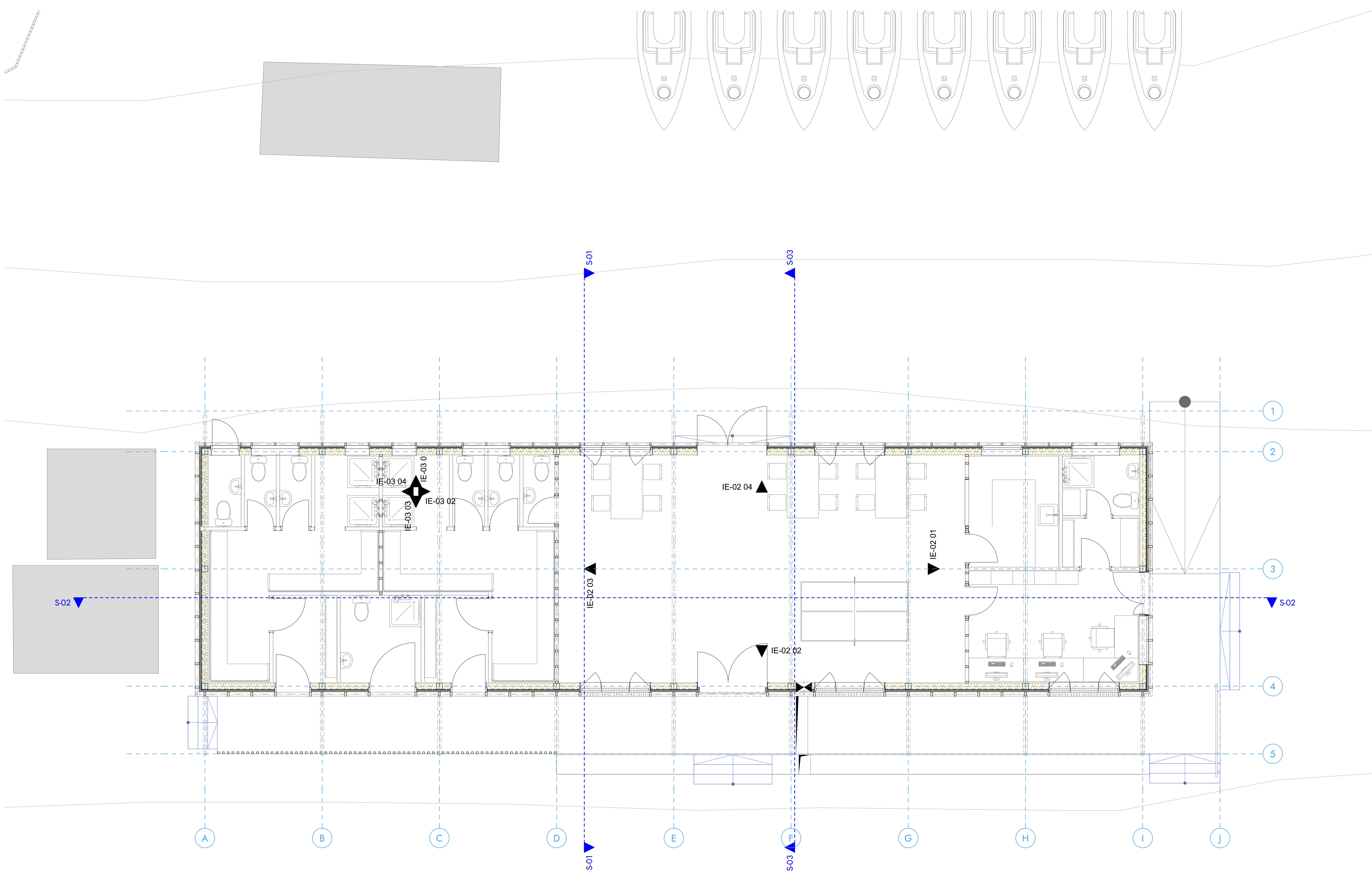


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 Borehamwood  
 WD6 1QQ

Architect  
**DOR**  
 ARCHITECTS  
 DOR Architects Ltd  
 7 Hayes Crescent  
 London  
 NW11 0DG

Drawing Title  
**Ground Floor Plan**

Scale at A1  
**1:50**  
 Date  
**10/03/2024**

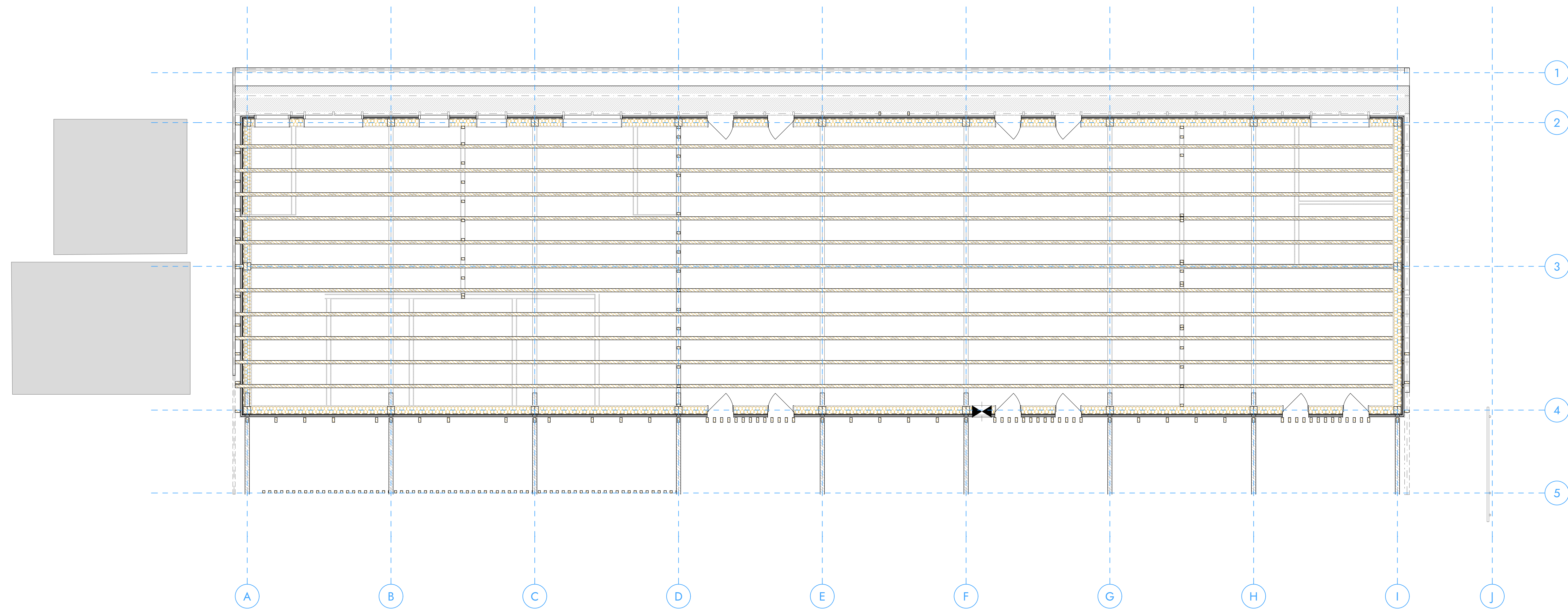
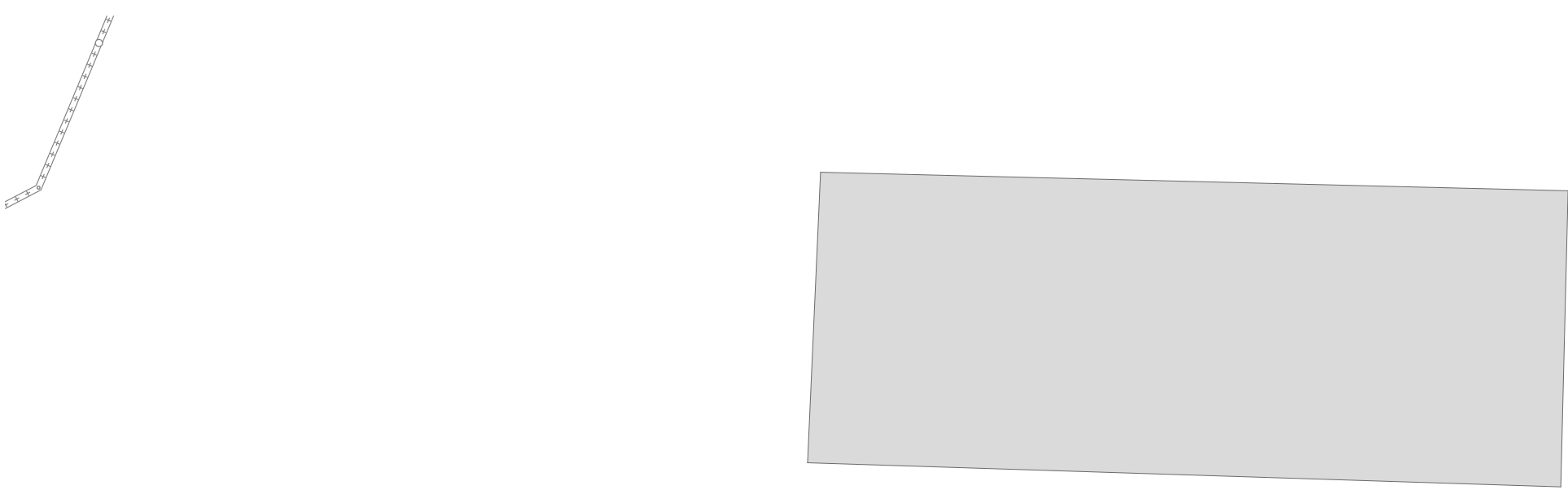
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Project

Phoenix Canoe Club & Outdoor Centre  
 PHASE 1 Building  
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 NW9 7ND

Client

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 WD6 1QQ

Architect

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 DOR Architects Ltd  
 7 Hayes Crescent  
 London  
 NW11 0DG

Drawing Title

Roof Plan

Scale at A1 Date

1:50 10/03/2024

Project No. Drawing No. Revision

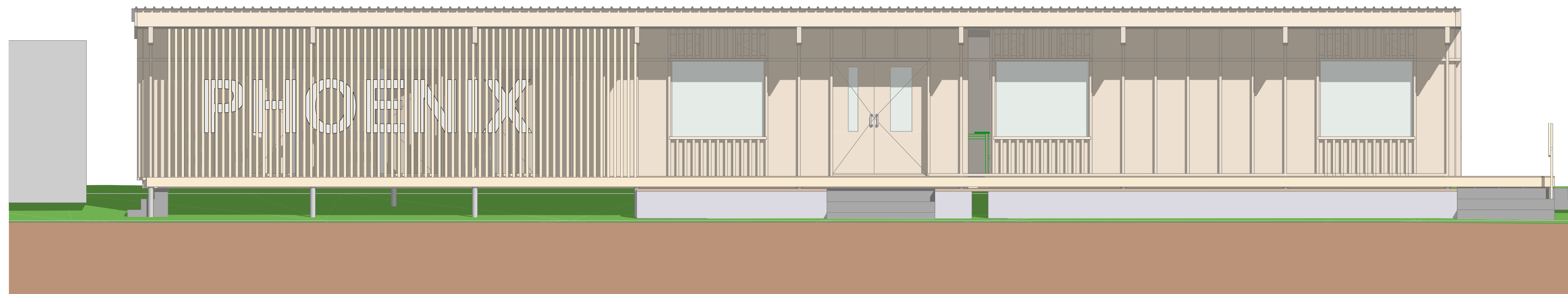
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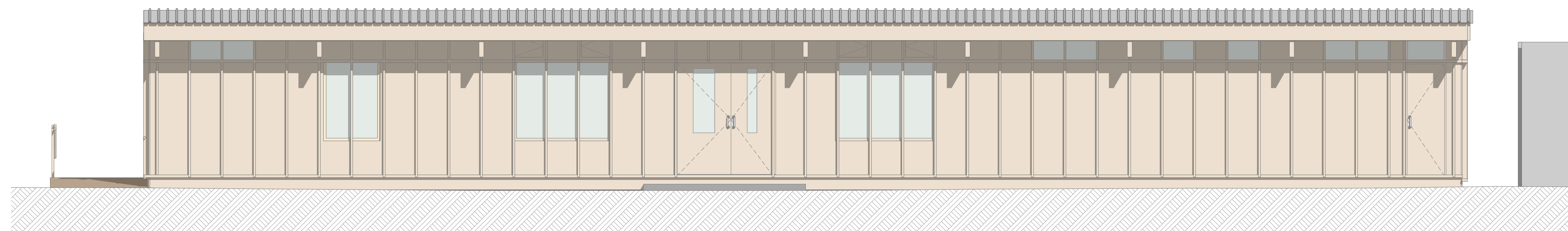
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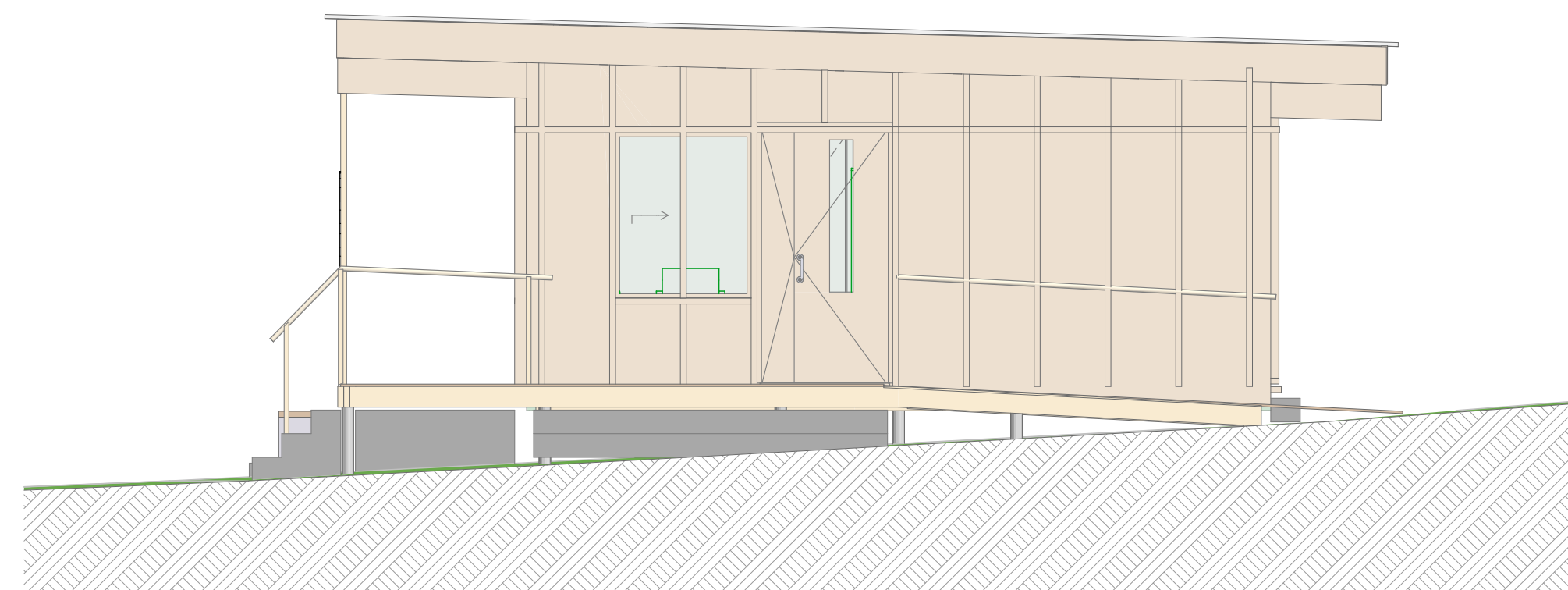
East Elevation (Facing Reservoir)

1:50



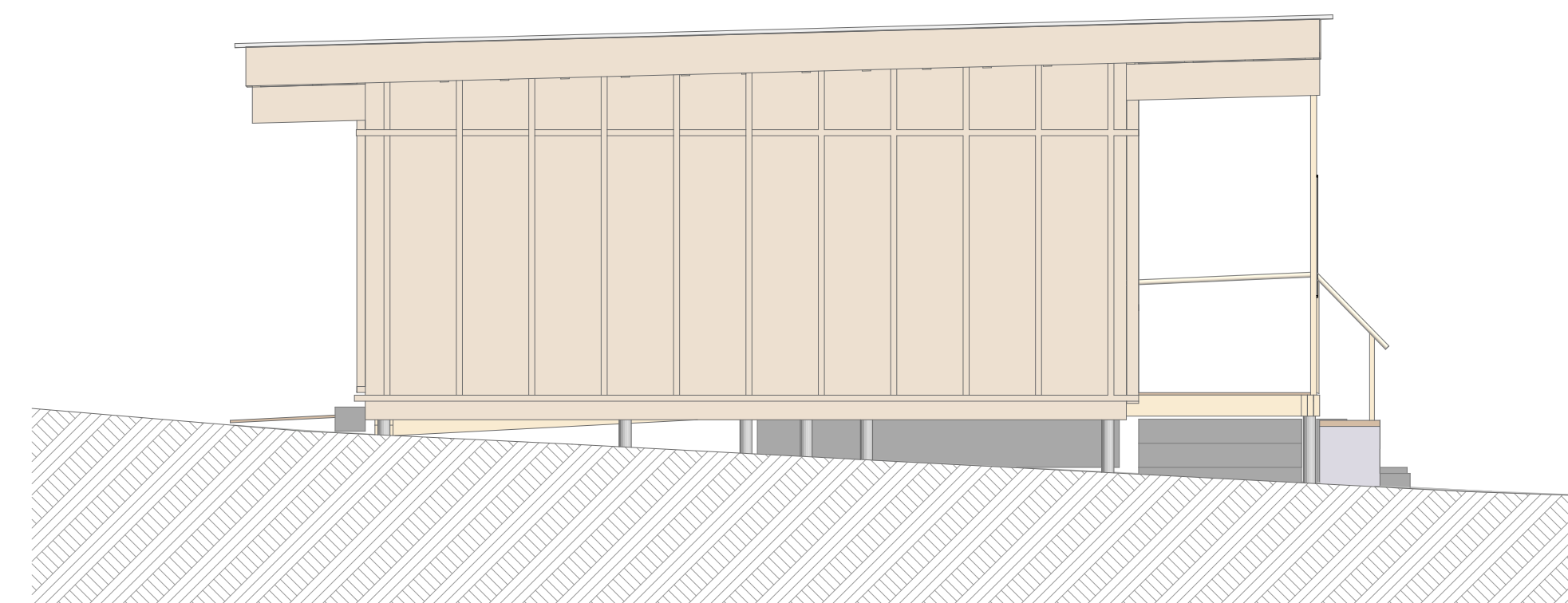
West Elevation (Facing Boats)

1:50



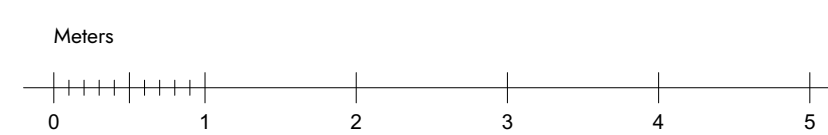
North Elevation (Facing Car Gate)

1:50



South Elevation (Facing Kayak Store)

1:50



Project

Phoenix Canoe Club & Outdoor Centre  
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NW9 7ND

Client

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Suite 115 Devonshire  
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WD6 1QQ

Architect

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ARCHITECTS

DOR Architects Ltd  
7 Hayes Crescent  
London  
NW11 0DG

Drawing Title

Elevations

Scale at A1 Date

1:50 10/03/2024

Project No. Drawing No. Revision

PCC EL100

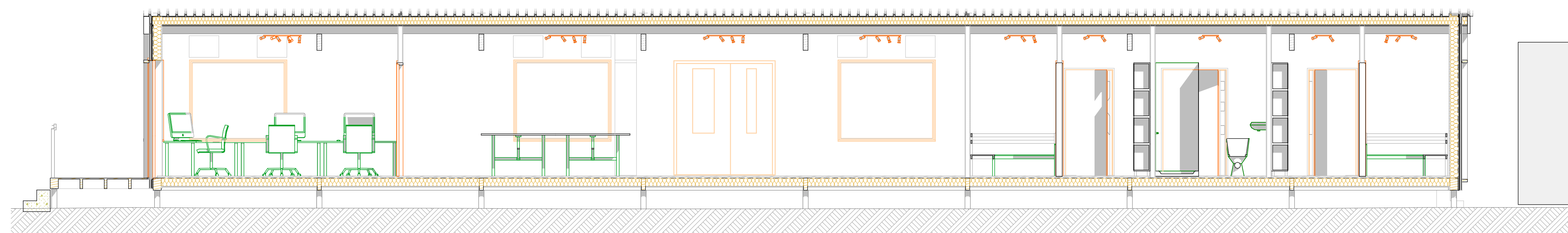


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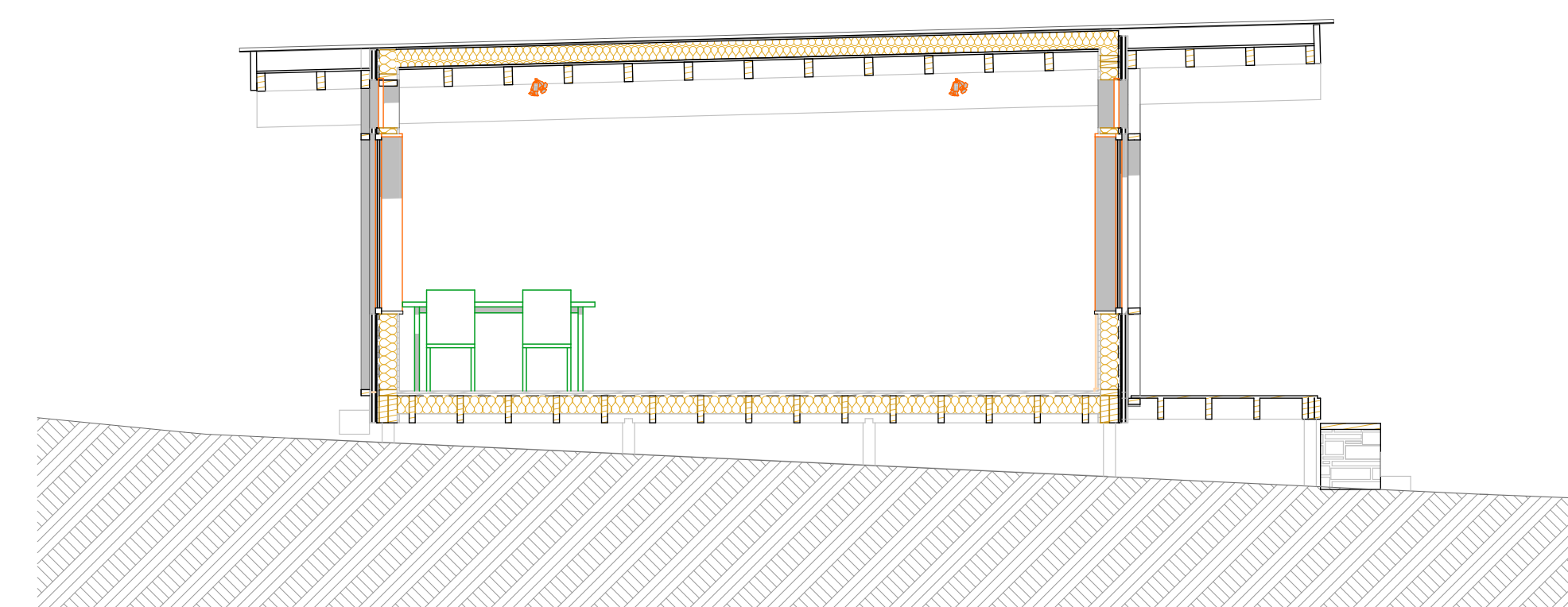
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S-02

Building Section

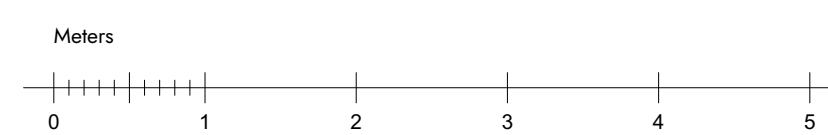
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S-01

Building Section

1:50



Project

Phoenix Canoe Club & Outdoor Centre  
 PHASE 1 Building  
 Cool Oak Ln  
 London  
 NW9 7ND

Client

**PHOENIX**  
 OUTDOOR CENTRE  
 & CANOE CLUB  
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Architect

**DOR**  
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 NW11 0DG

Drawing Title

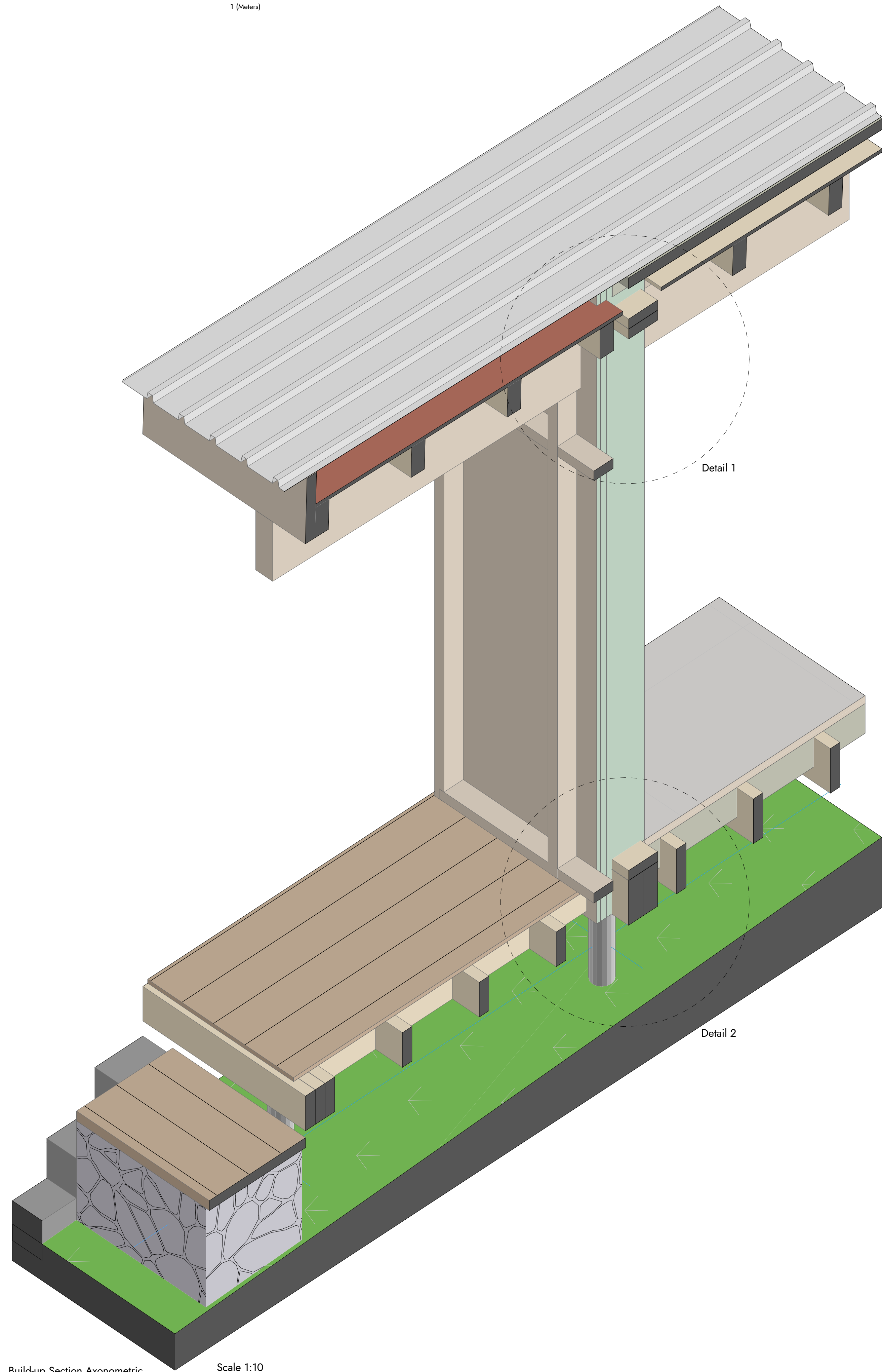
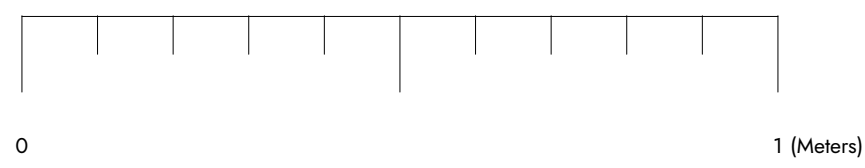
Sections

Scale at A1 Date

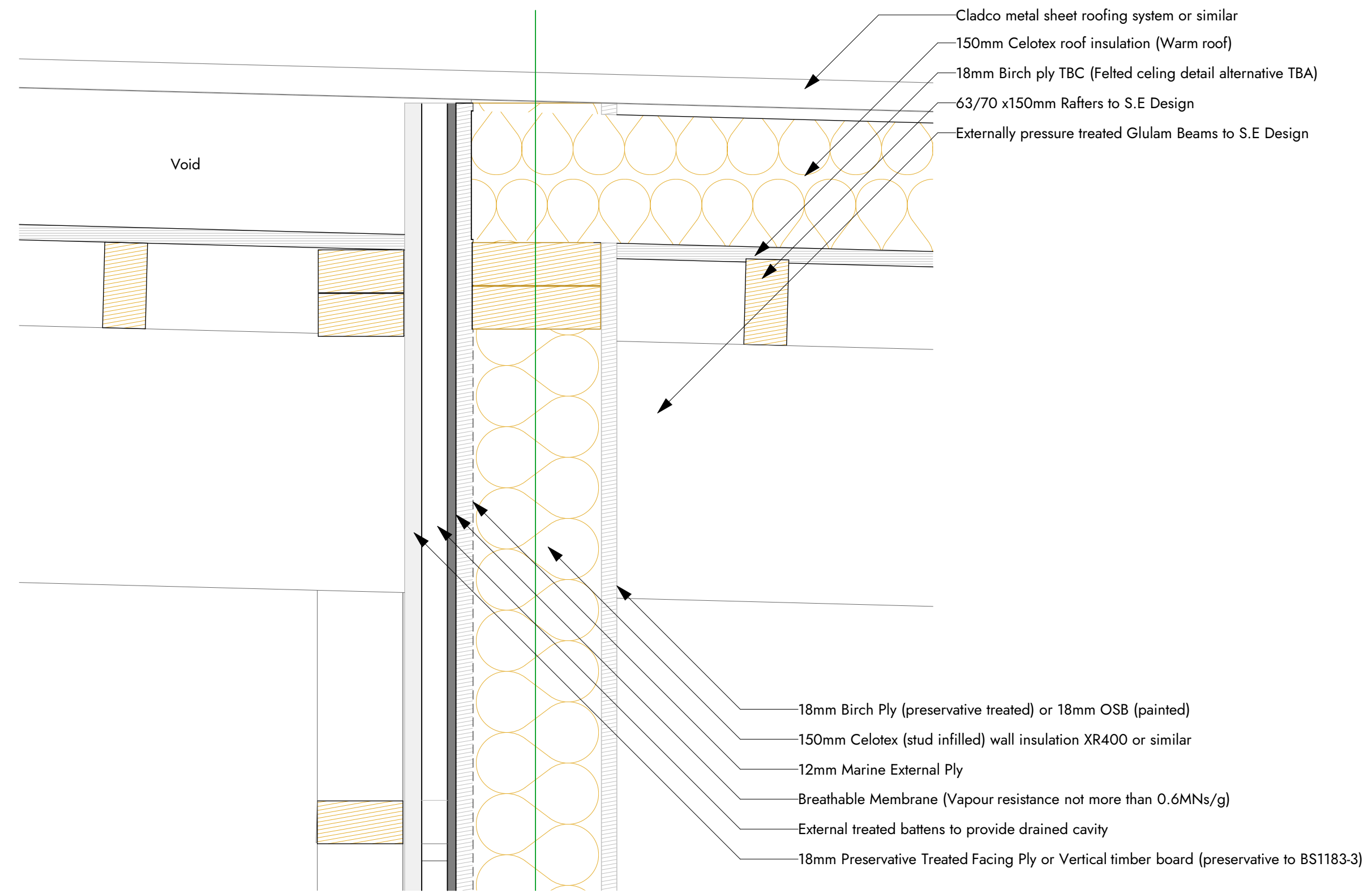
1:50 10/03/2024

Project No. Drawing No. Revision

PCC S100

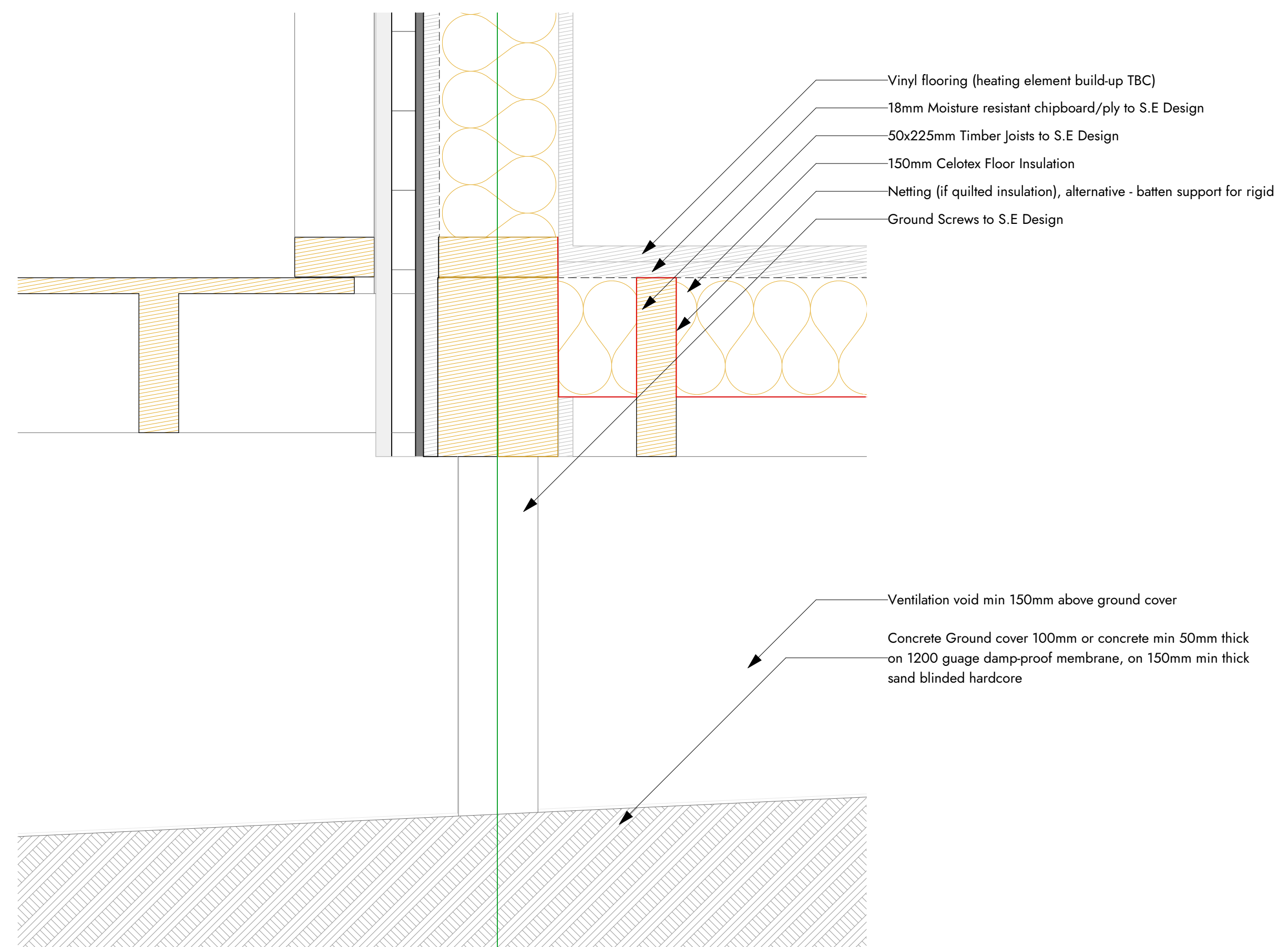


Build-up Section Axonometric Scale 1:10



Detail 1 - Roof Wall Junction

Scale 1:5



Detail 2 - Floor Wall Junction

Scale 1:5

Drawings are WIP status.  
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Project  
Phoenix Canoe Club & Outdoor Centre  
PHASE 1 Building  
Cool Oak Ln  
London  
NW9 7ND

Client  
**PHOENIX**  
OUTDOOR CENTRE  
& CANOE CLUB  
Phoenix Canoe Club Ltd  
Suite 115 Devonshire  
House, Manor Way  
Borehamwood  
WD6 1QQ

Architect  
**DOR**  
ARCHITECTS  
DOR Architects Ltd  
7 Hayes Crescent  
London  
NW11 0DG

Drawing Title

Details

Scale at A1 Date

1:10, 1:5 10/03/2024

Project No. Drawing No. Revision

PCC D100

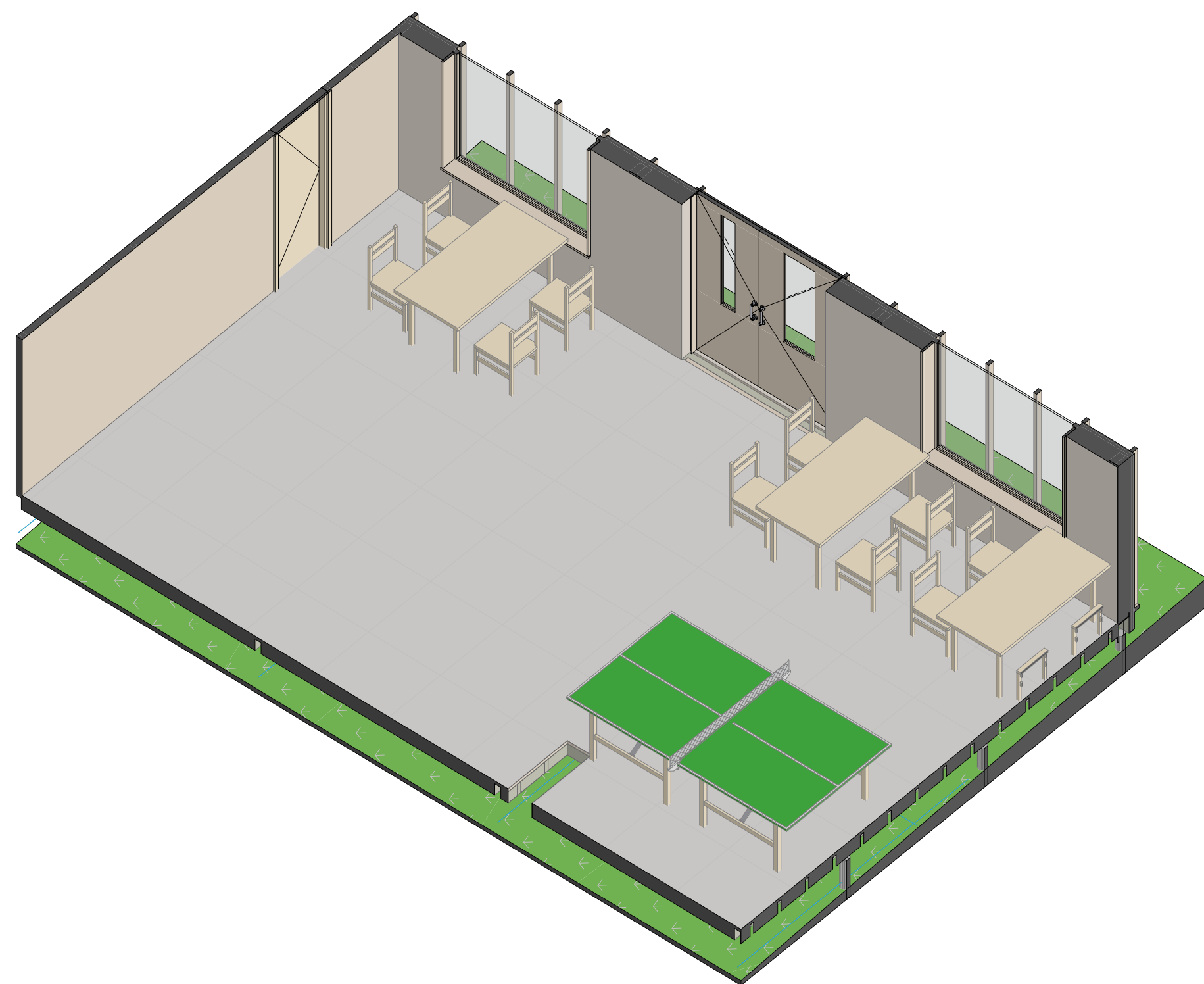


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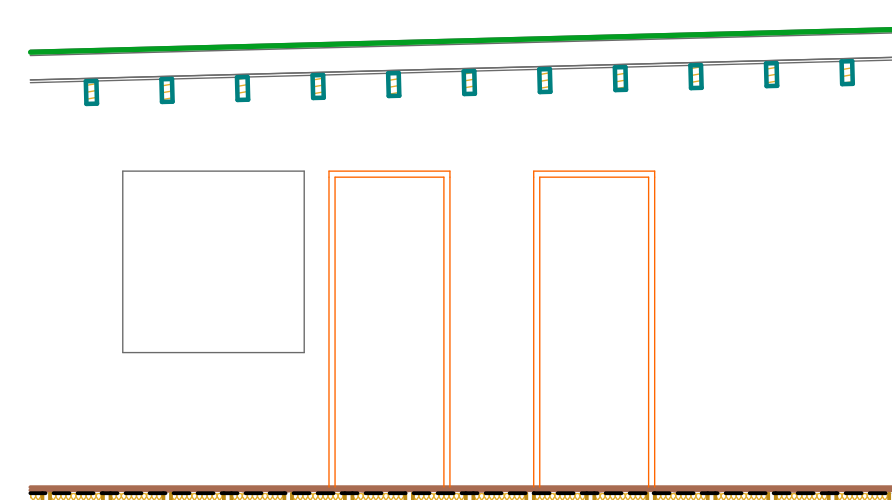
Generic Axonometry (16)

1:50

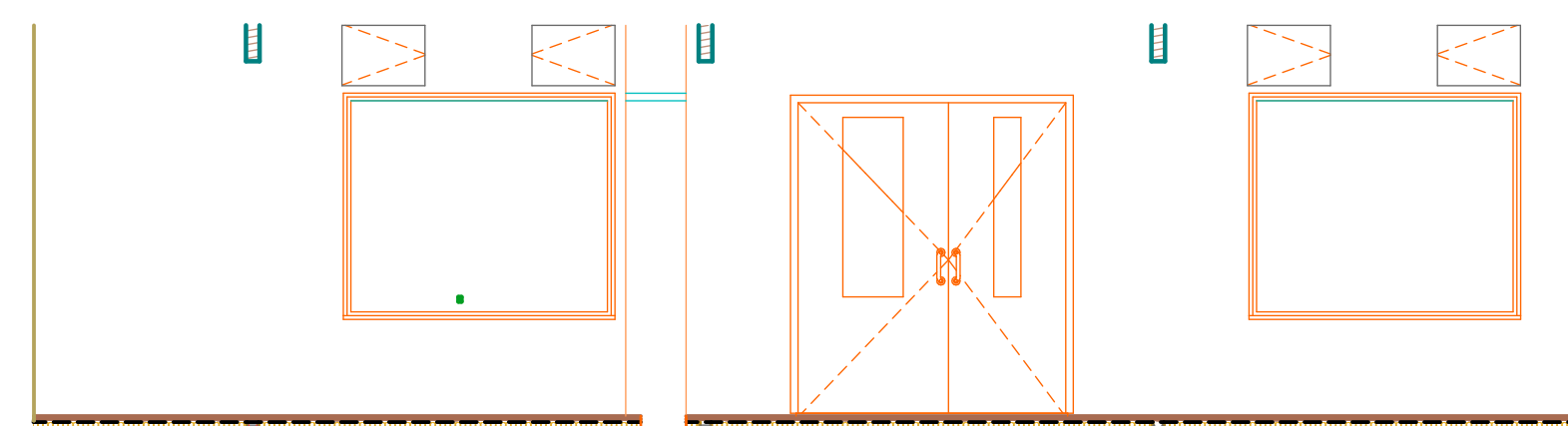


Generic Perspective

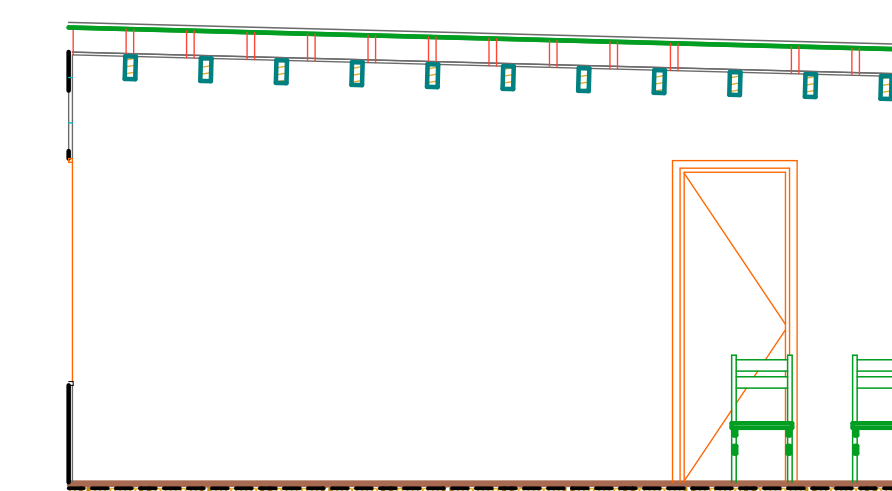
1:50



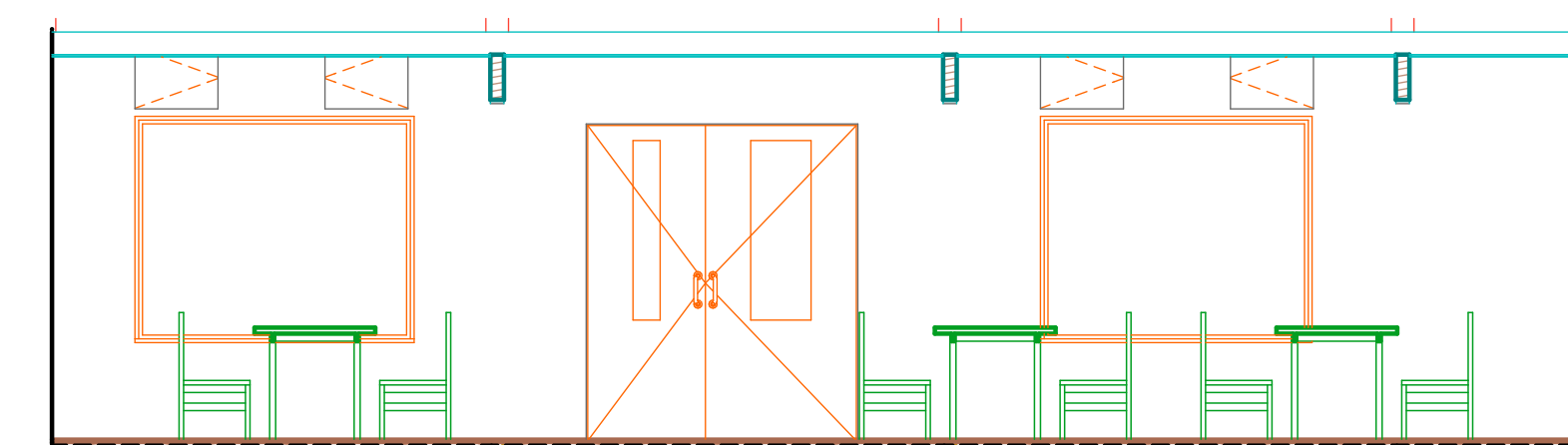
Club 1 1:50



Club 2 1:50



Club 3 1:50



Club 4 1:50

Project

Phoenix Canoe Club & Outdoor Centre  
PHASE 1 Building  
Cool Oak Ln  
London  
NW9 7ND

Client

**PHOENIX**  
OUTDOOR CENTRE  
& CANOE CLUB  
Phoenix Canoe Club Ltd  
Suite 115 Devonshire  
House, Manor Way  
Borehamwood  
WD6 1QQ

Architect

**DOR**  
ARCHITECTS  
DOR Architects Ltd  
7 Hayes Crescent  
London  
NW11 0DG

Drawing Title

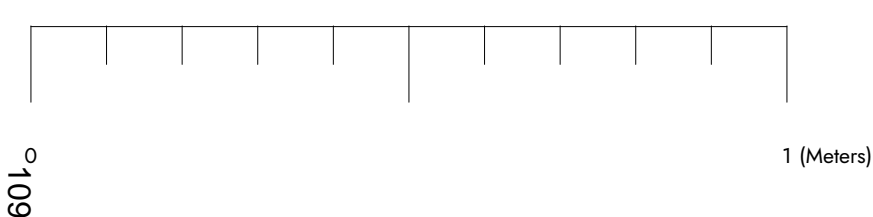
Interiors - Clubroom

Scale at A1 Date

1:10, 1:50 10/03/2024

Project No. Drawing No. Revision

PCC I100



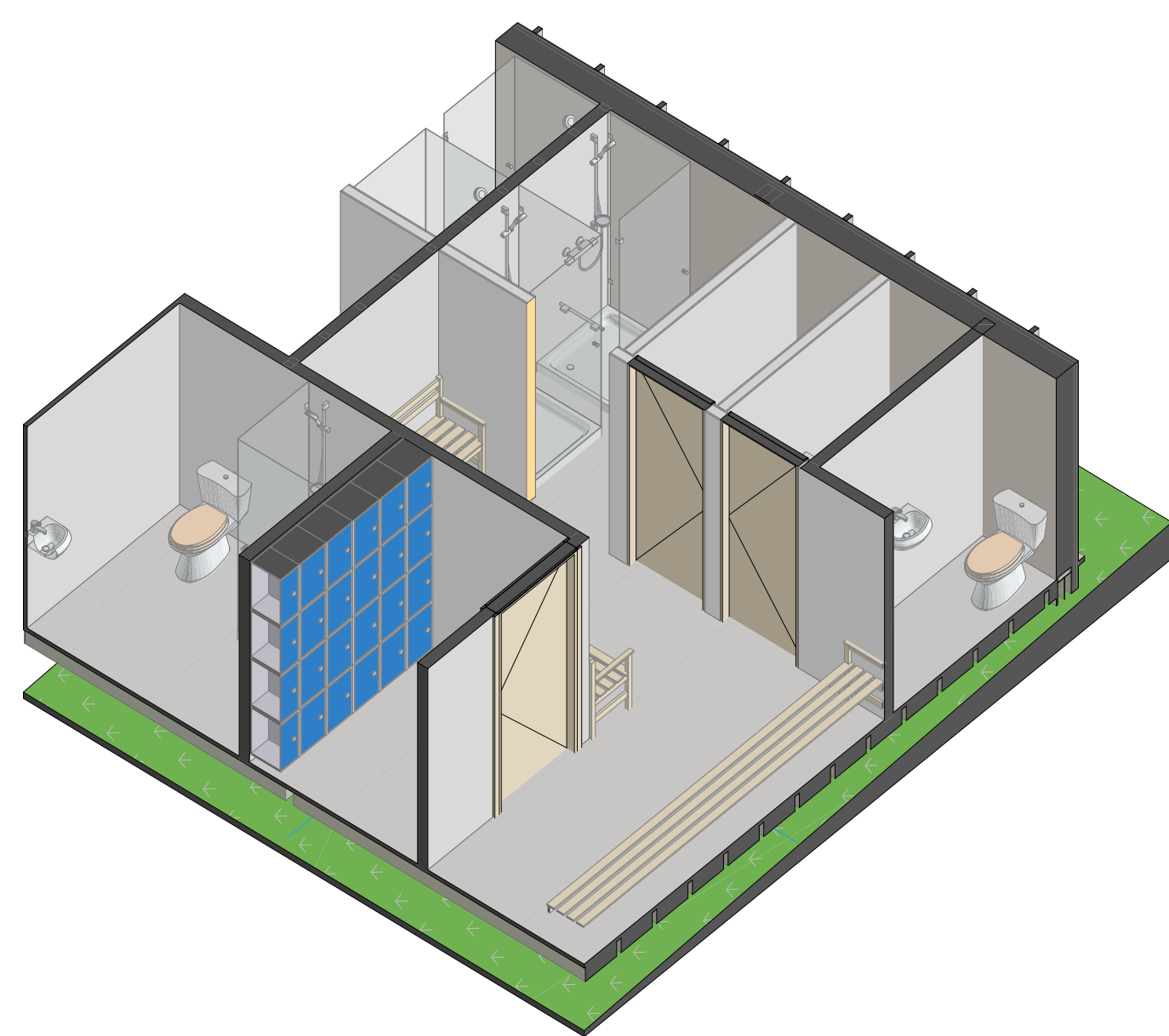


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Generic Axonometry (17)

1:50



Generic Perspective

1:50



Project

Phoenix Canoe Club & Outdoor Centre  
 PHASE 1 Building  
 Cool Oak Ln  
 London  
 NW9 7ND

Client



Phoenix Canoe Club Ltd  
 Suite 115 Devonshire  
 House, Manor Way  
 Borehamwood  
 WD6 1QG

Architect



DOR Architects Ltd  
 7 Hayes Crescent  
 London  
 NW11 0DG

Drawing Title

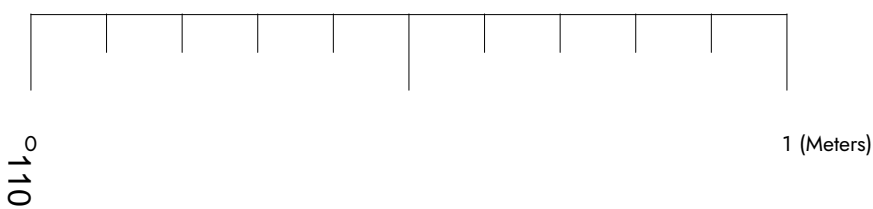
Interiors - Changing

Scale at A1 Date

1:10, 1:50 10/03/2024

Project No. Drawing No. Revision

PCC I101



0110

















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Legend

-  1no. Surface Mounted Spotlight
-  2no. Surface Mounted Spotlight
-  3no. Surface Mounted Spotlight
-  4no. Surface Mounted Spotlight
-  Downlight
-  IP65 Downlight
-  Single Switch
-  2 Way Switch
-  Double Socket
-  Heat Detector / Alarm
-  Smoke Detector / Alarm
-  Extractor Fan
-  Radiator
-  External Tap

Project

Phoenix Canoe Club & Outdoor Centre  
 PHASE 1 Building  
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 London  
 NW9 7ND

Client

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 OUTDOOR CENTRE  
 & CANOE CLUB  
 Phoenix Canoe Club Ltd  
 Suite 115 Devonshire  
 House, Manor Way  
 Borehamwood  
 WD6 1QQ

Architect

**DOR**  
 ARCHITECTS  
 DOR Architects Ltd  
 7 Hayes Crescent  
 London  
 NW11 0DG

Drawing Title

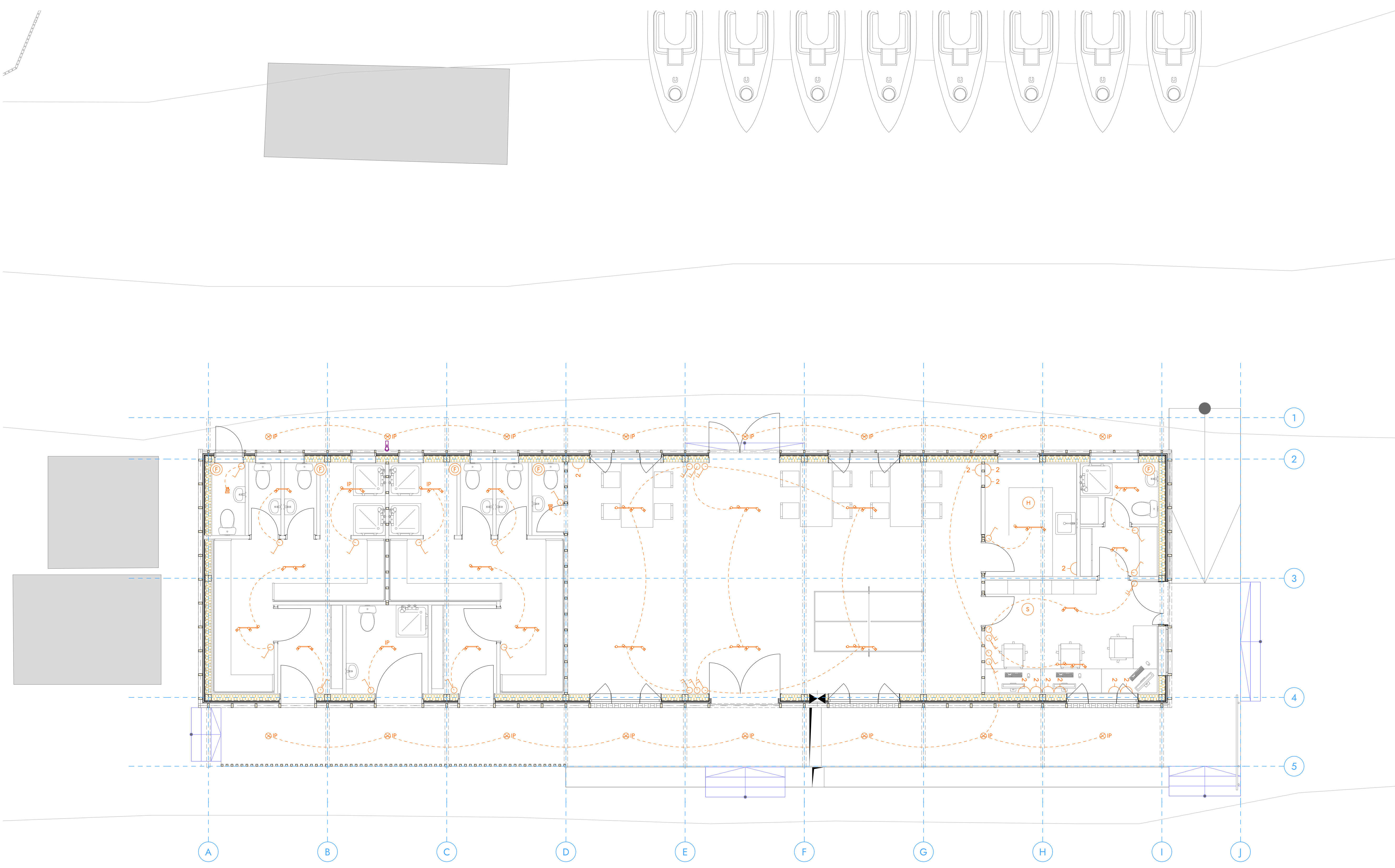
Mechanical, Electrical &  
 Plumbing Plan

Scale at A1 Date

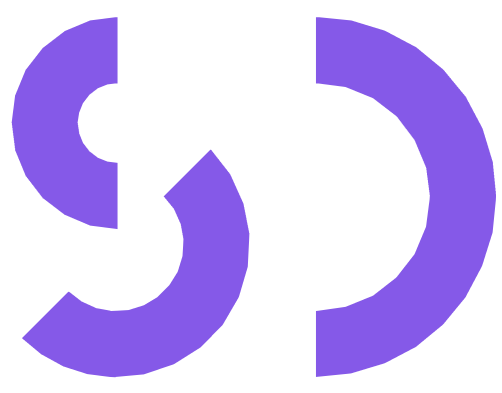
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Project No. Drawing No. Revision

PCC MEP100



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Not for Construction

**Notes**

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2. Contact SD Engineers in the event of any discrepancies between findings on site and these drawings.
3. Drawing is to be read in conjunction with the SD Engineer's Specification and General Notes.
4. 3D views are indicative only and conflicting 2D information should take precedence. If in doubt contact SD Engineers prior to starting works.

Notes:

- All screw piles to be set-out by architect;
- All top of pile level to be defined by architect;
- Piles to be designed by specialist sub-contractor and to support the loads indicated on pile schedule;
- All piles to be centred with structural element;

**GROUND SCREW SCHEDULE (GS)**

REF	VERTICAL SLS LOAD
GS1	25kN
GS2	45 kN
GS3	65 kN

**TIMBER BEAM SCHEDULE (TB)**

REF	SIZE (width x depth)	GRADE
TB1	2No. 75x225	C24
TB2	2No. 75x175	C24
TB3	3No. 50x175	C24
TB4	1No. 140x315	GL24h

**TIMBER COLUMN SCHEDULE (TC)**

REF	SIZE	GRADE
TC1	2No. 75x150	C24



Foundation Plan  
1:50

P04	13/03/2024	Revised as Clouded	HN	RC	RC
P03	04/03/2024	For Stage Approval	HN	RC	RC
P02	23/02/2024	For Coordination	HN	RC	RC
Rev	Date	Amendment	Dra	Rev	App

S4  
Suitable for Stage Approval

Phoenix Canoe Centre  
1881

Screw Pile Plan

Drawn  
HN  
Status  
Preliminary

Reviewed  
RC  
Date  
13/03/2024

Approved  
RC  
Scale  
1:50

1881 - SDS- 00- 00- DR- S- 1000 S4 P04  
Project Orig Vol Lev Typ Rol No Status Rev

4th Floor, 1 Throgmorton Avenue  
London, EC2N 2JJ  
sd-engineers.com  
020 8144 8900

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**Key Legend**

	Existing	Concrete	Steel	Timber	Brickwork	Blockwork
Beams	Ex beam					
Column/Pier						
Wall						
Column/Wall below						
Slab/Floor	Ex					

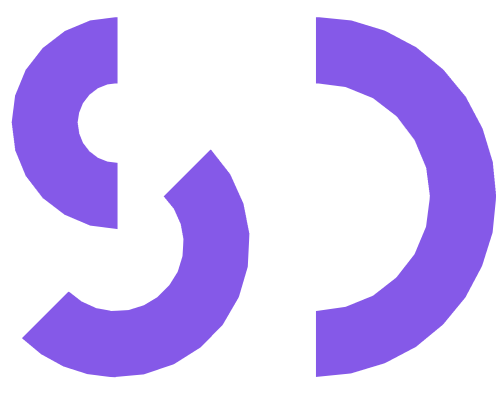
**Key Contined**

	Foundation below
	Padstone
	Lintel above
DJ / TJ	Double / triple joist
X c <sup>x</sup>	Crank point
	Lateral restraint strap

Hazards noted thus

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**Not for Construction**

- Notes**
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  3. Drawing is to be read in conjunction with the SD Engineer's Specification and General Notes.
  4. 3D views are indicative only and conflicting 2D information should take precedence. If in doubt contact SD Engineers prior to starting works.

Symbol indicates timber moment connection. Refer to design concept shown in Detail X. Consider:  
 $M_{Ed} = 5.2 \text{ kNm}$   
 $V_{Ed} = 31.8 \text{ kN (direct contact)}$

TW1 to be built off top of TB1 supported on screw piles as indicated- Typical for all internal racking walls

9No. repeating glulam / timber frames at approximately 3000 c/c. Frames to be tied into racking walls to provide restraint

TJ1 - New timber floor joists to be 50x225 C24 @ 400c/c. Floor to be topped with minimum 10 thick 1No. plywood layer

TB1 - Bottom beams of frames to be 2No. 75x225 C24 members, sistered to provide continuity throughout internal space

TJ2 - New timber floor joists to be 50x175 C24 @ 400c/c. Floor to be topped with minimum 10 thick 1No. plywood layer. External joists to be pressure treated due to high moisture environment. Specification to specialist

All decorative signage by others. Fixing detail to be coordinated with waterproofing

All external stairs to be concrete stairs reinforced with 1No. Layer of A393 mesh and H8 as lacers

P04	13/03/2024	Revised as Clouded	HN	RC	RC
P03	04/03/2024	For Stage Approval	HN	RC	RC
P02	23/02/2024	For Coordination	HN	RC	RC
Rev	Date	Amendment	Dra	Rev	App

S4  
Suitable for Stage Approval

Phoenix Canoe Centre  
1881

Ground Floor Plan

Drawn  
HN

Status  
Preliminary

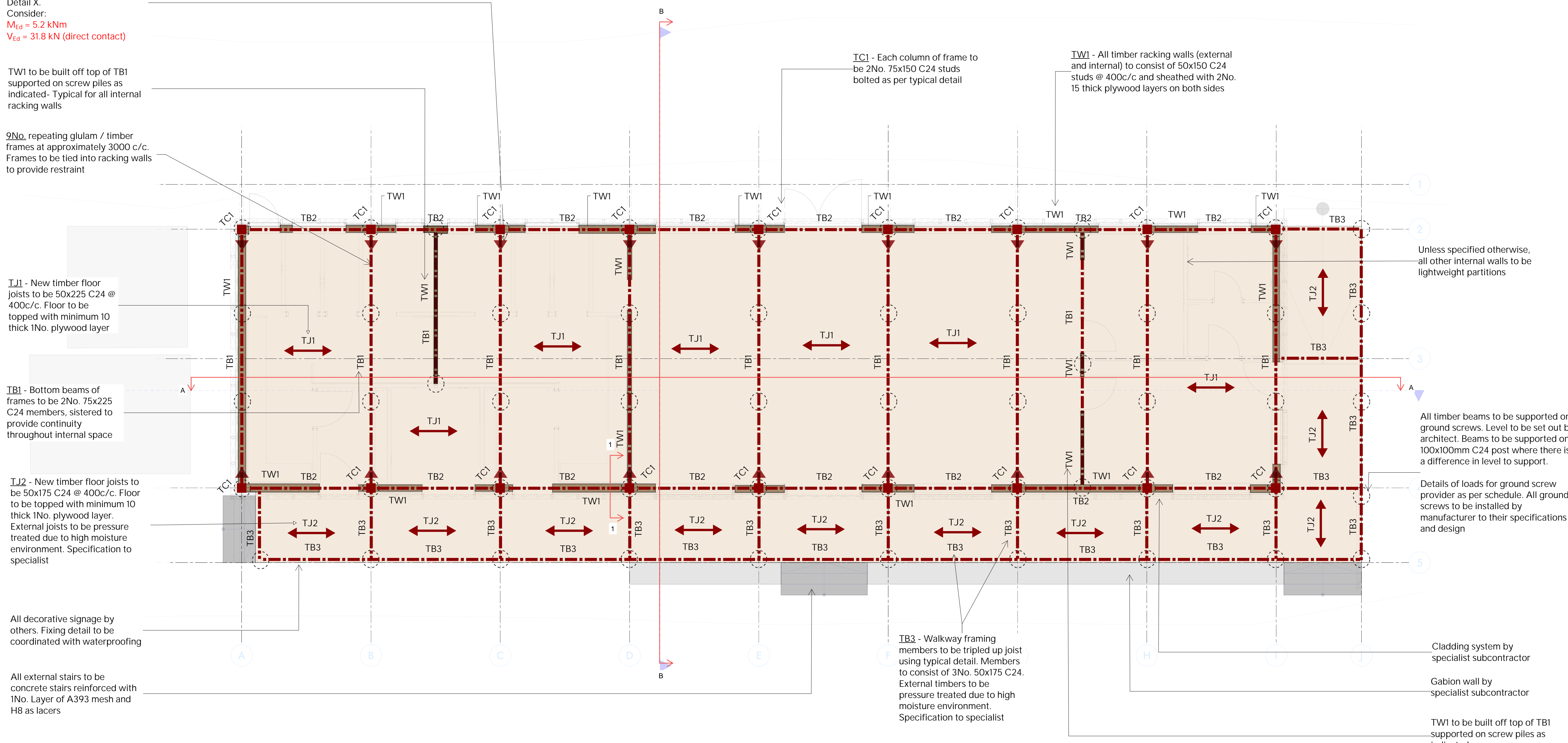
Reviewed  
RC

Date  
13/03/2024

Approved  
RC

Scale  
1:50

1881 - SDS- 00- 00- DR- S- 2000 S4 P04  
Project Orig Vol Lev Typ Rol No Status Rev



**Ground Floor Plan**  
1:50

**GROUND SCREW SCHEDULE (GS)**

REF	VERTICAL SLS LOAD
GS1	25kN
GS2	45 kN
GS3	65 kN

**TIMBER BEAM SCHEDULE (TB)**

REF	SIZE (width x depth)	GRADE
TB1	2No. 75x225	C24
TB2	2No. 75x150	C24
TB3	3No. 50x175	C24
TB4	1No. 140x315	GL24h

**TIMBER COLUMN SCHEDULE (TC)**

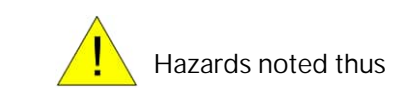
REF	SIZE	GRADE
TC1	2No. 75x150	C24

**Key Legend**

	Existing	Concrete	Steel	Timber	Brickwork	Blockwork
Beams	Ex beam					
Column/Pier						
Wall						
Column/Wall below						
Slab/Floor	Ex					

**Key Contined**

	Foundation below
	Padstone
	Lintel above
DJ / TJ	Double / triple joist
X c/c	Crank point
	Lateral restraint strap



Unless specified otherwise, all other internal walls to be lightweight partitions

All timber beams to be supported on ground screws. Level to be set out by architect. Beams to be supported on 100x100mm C24 post where there is a difference in level to support.

Details of loads for ground screw provider as per schedule. All ground screws to be installed by manufacturer to their specifications and design

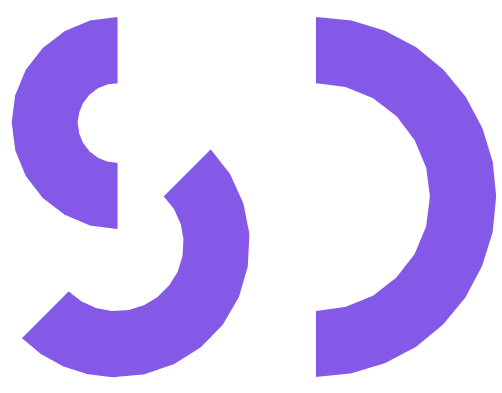
Cladding system by specialist subcontractor

Gabion wall by specialist subcontractor

TW1 to be built off top of TB1 supported on screw piles as indicated



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**Not for Construction**

**Notes**

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4. 3D views are indicative only and conflicting 2D information should take precedence. If in doubt contact SD Engineers prior to starting works.

Symbol indicates timber moment connection. Refer to design concept shown in Detail X.  
 Consider:  
 $M_{Ed} = 6.5 \text{ kNm}$   
 $V_{Ed} = 31.8 \text{ kN (direct contact)}$

Dashed lines indicate walls below  
 9No. repeating glulam / timber frames at approximately 3000 c/c. Frames to be tied into racking walls to provide restraint

RJ1 - New timber roof rafters to be 75x150 C24 @ 500 centres. Floor to be topped with minimum 18 thick 1No. plywood layer

TB5 - Timber fascia beam to architects details to be minimum 50x250 C24 elements connected to Glulam main frame

TB4 - Glulam top beam to be continuous over columns below

All external timbers to be pressure treated due to high moisture environment. Specification to specialist

PO4	13/03/2024	Revised as Clouded	HN	RC	RC
PO3	04/03/2024	For Stage Approval	HN	RC	RC
PO2	23/02/2024	For Coordination	HN	RC	RC
Rev	Date	Amendment	Dra	Rev	App

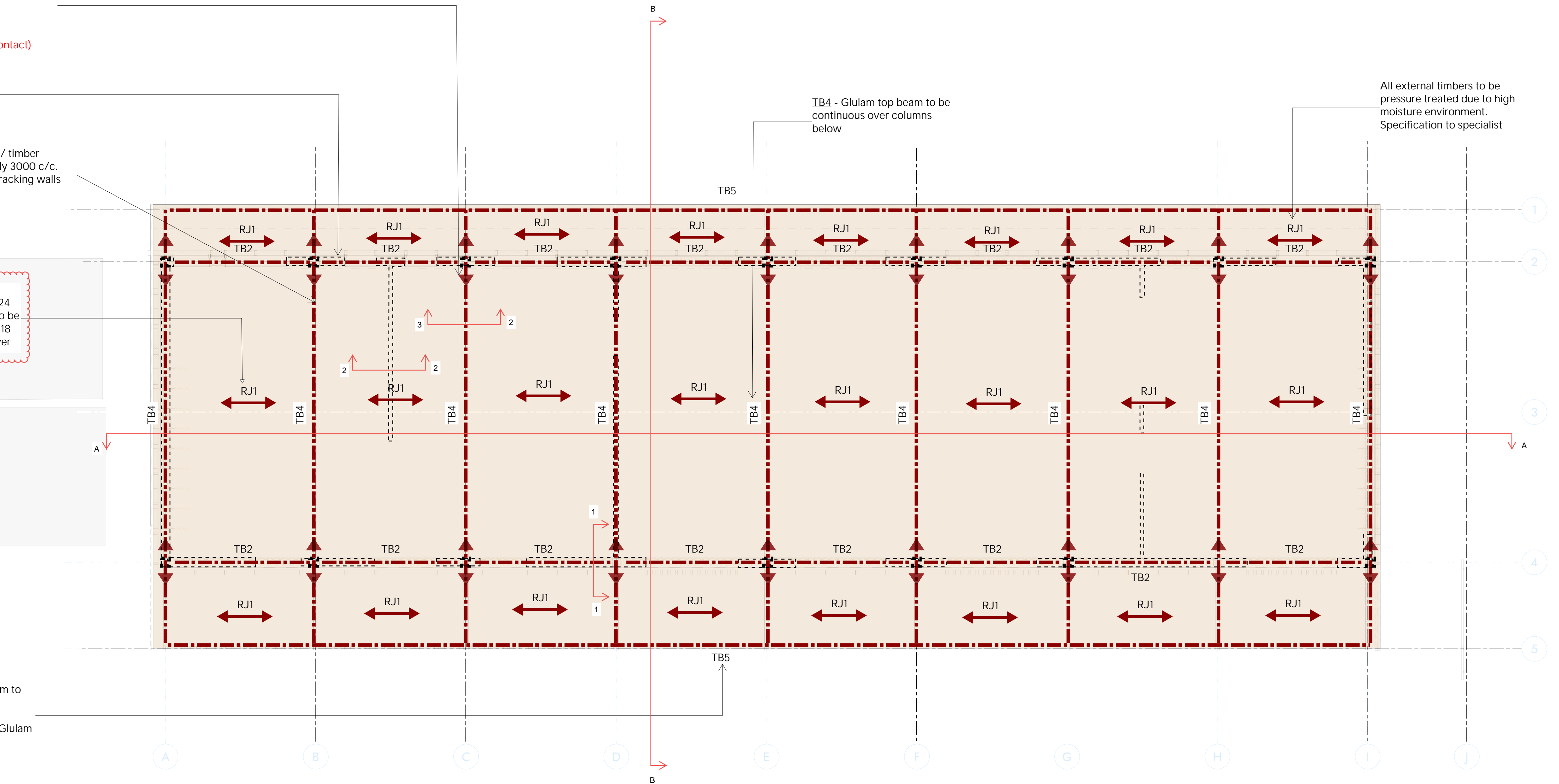
S4  
 Suitable for Stage Approval  
 Phoenix Canoe Centre  
 1881

Roof Plan

Drawn  
 HN  
 Status  
 Preliminary  
 Reviewed  
 RC  
 Date  
 13/03/2024

Approved  
 RC  
 Scale  
 1:50

1881 - SDS- 00- 01- DR- S- 2001 S4 P04  
 Project Orig Vol Lev Typ Rol No Status Rev



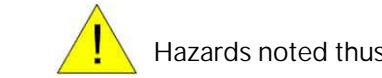
Roof Plan  
 1:50

**Key Legend**

	Existing	Concrete	Steel	Timber	Brickwork	Blockwork
Beams	Ex beam					
Column/Pier						
Wall						
Column/Wall below						
Slab/Floor	Ex					

**Key Continued**

	Foundation below
	Padstone
	Lintel above
DJ / TJ	Double / triple joist
X c	Crank point
	Lateral restraint strap



**GROUND SCREW SCHEDULE (GS)**

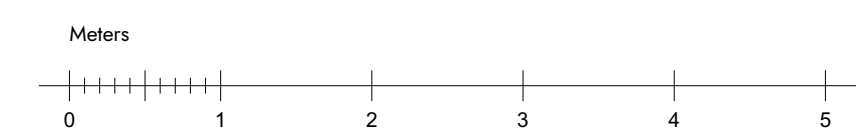
REF	VERTICAL SLS LOAD
GS1	25kN
GS2	45 kN
GS3	65 kN

**TIMBER BEAM SCHEDULE (TB)**

REF	SIZE (width x depth)	GRADE
TB1	2No. 75x225	C24
TB2	2No. 75x150	C24
TB3	3No. 50x175	C24
TB4	1No. 140x315	GL24h

**TIMBER COLUMN SCHEDULE (TC)**

REF	SIZE	GRADE
TC1	2No. 75x150	C24



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