



Chester Community Watersports Hub

PLAY-EXPLORE-GROW-ENJOY



This document has been prepared for presentation to The Community Watersports Hub Steering Group. The group is made up of representatives from parties interested in improving access to active recreational activities on the river .

Members include:

- Cheshire West & Chester Council
 - Sport England
 - British Rowing
 - Deva Canoe Club
 - Royal Chester Rowing Club
 - Active Cheshire
- Chester Renaissance
 - Canoe England
 - Queens Park High School
 - Riverside Canoe Club
 - Cheshire Scouts Canoe & Dragon Boat Club

The group is committed to preparing and responding to a robust evidence base to ensure that the right developments take place in response to both need and opportunity locally.

This presentation is a work in progress and is intended to stimulate discussion rather than present a final position. Some assumptions have been made in its preparation as the situation remains fluid. Figures and statements made within should not therefore be viewed as fact nor should they suggest that any decisions have been made.

Revised based on

- Feedback
- direct links to SNA findings
- Back to basics – simplify
- Future proof against new strategy
- Perhaps too focused on what it will look like rather than what it will achieve

DCMS/emerging Sport England strategy

- ❑ targets INACTIVES

- ❑ BEHAVIOURAL CHANGE, not MAINTENANCE

- ❑ must be able to evidence
 - ❑ tackling inequalities
 - ❑ delivery of social, environmental and economic outcomes
 - ❑ delivery of physical health, mental wellbeing, community cohesion, economic development and self-edification impacts
 - ❑ potential to deliver new volunteering outcomes

vision

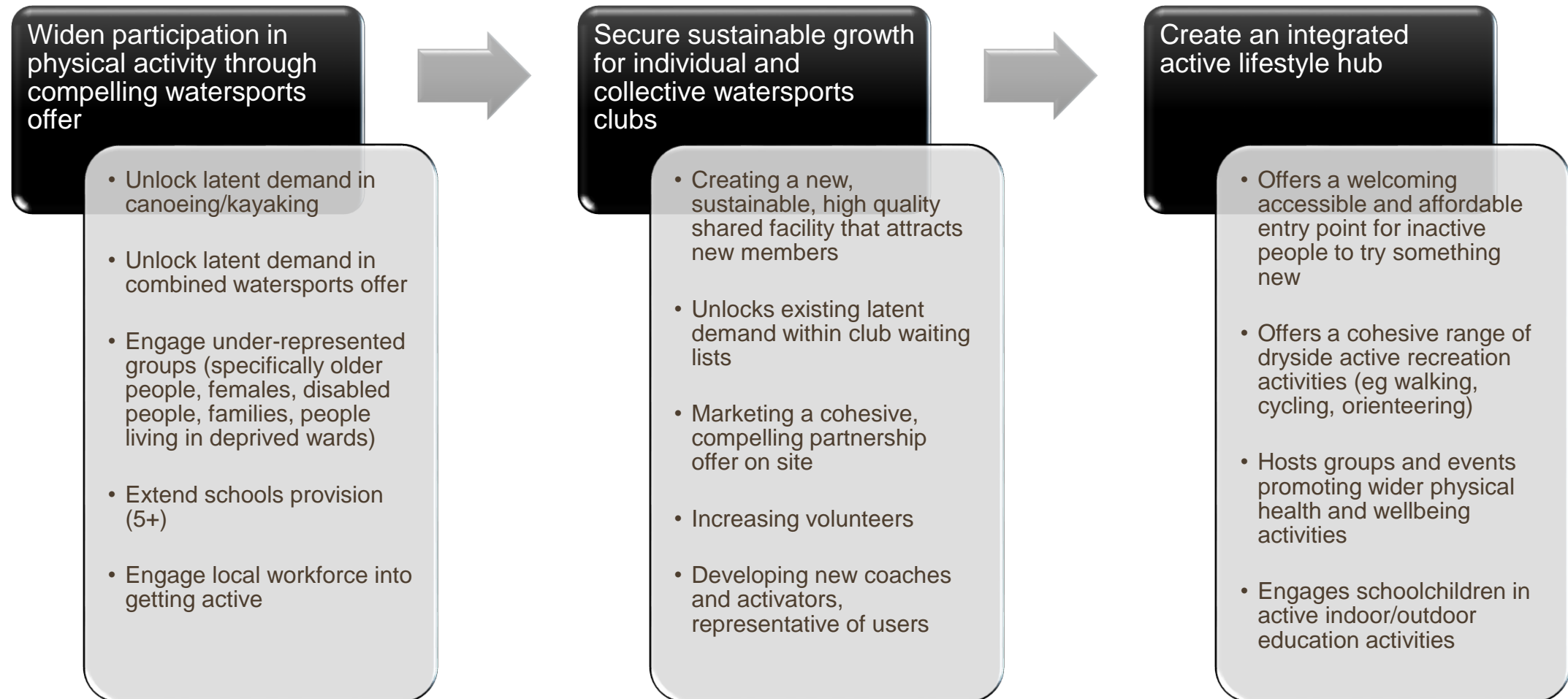
‘to widen and grow participation in physical activity and sport through, engaging people of all backgrounds and abilities through a compelling, flexible and accessible watersports offer’

Key strategic pillars



A safe, inclusive, well-governed environment

Key strategic pillars



Key strategic pillars

A safe, inclusive, well-governed environment

- Robust and inclusive governance
- Financial sustainability of facility
- A welcoming culture for people of all ages, backgrounds and abilities
- Inclusive communications
- Parking and access for disabled people
- Inclusive safety and activity equipment on site
- Trained staff and volunteers (first aid/safeguarding/inclusive training)
- Proactive management of risk with system sand procedures in place to protect visitors and the reputation of the facility

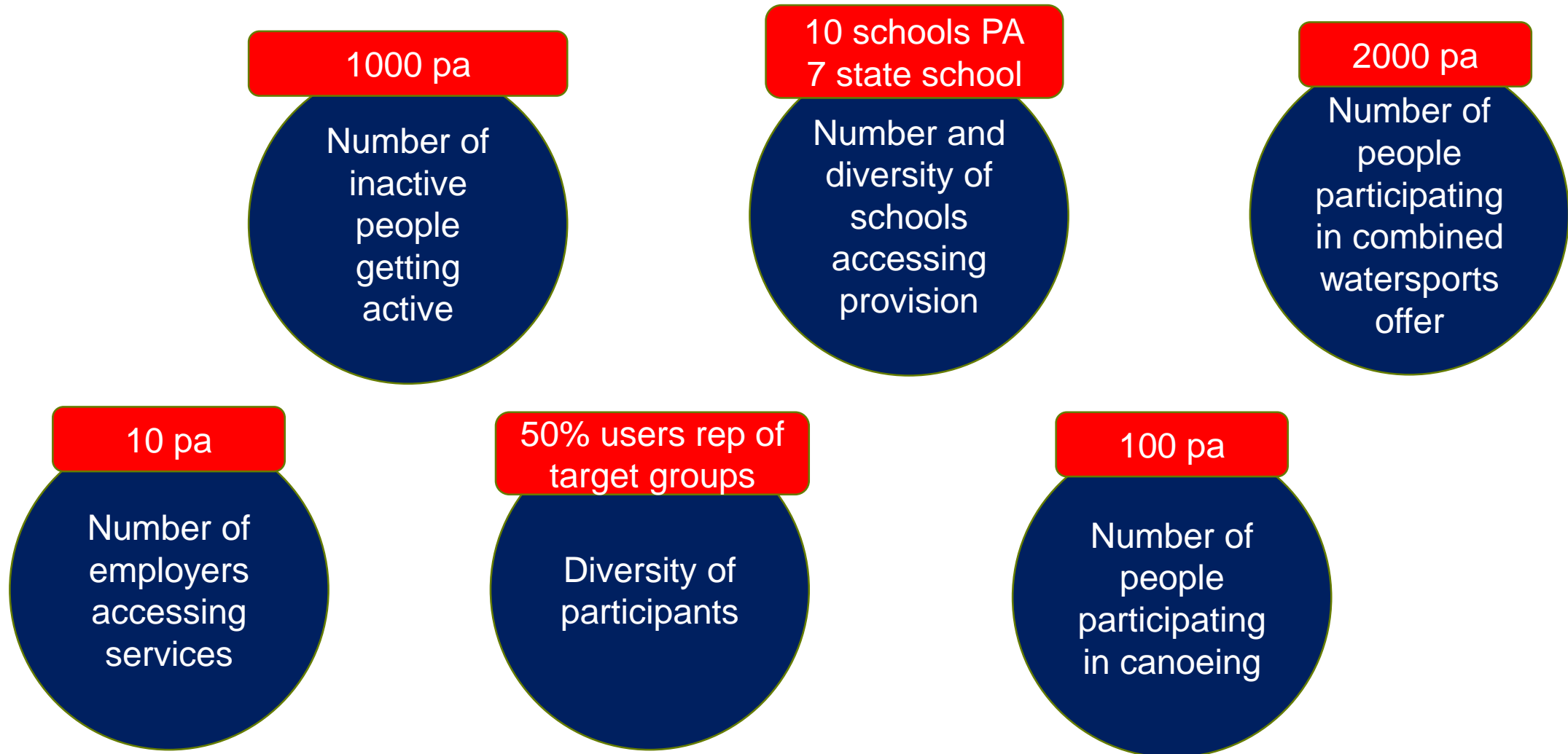


Action Plan - Widening participation in physical activity through compelling watersports offer

objective	actions	cost	timeframe	outcome
Unlock latent demand in canoeing/kayaking	<ul style="list-style-type: none"> Support expansion of existing club Offer informal/pay and play Support development of assc club 			Grow participation in PA/sport amongst under-represented groups
Unlock latent demand in combined watersports offer	<ul style="list-style-type: none"> Targeted activities designed to meet needs of target groups Branded and deigned to suit target 			Grow participation in PA/sport amongst under-represented groups
Engage under-represented groups (specifically older people, females, disabled people, families, people living in deprived wards)	<ul style="list-style-type: none"> Partner with local groups, schools and community orgs to co-design offer Engage social landlords and tenants assc to co-design and promote amongst deprived wards 			Grow participation in PA/sport amongst under-represented groups
Extend schools provision (5+)	<ul style="list-style-type: none"> Via newly constituted School Watersports partnership 			Grow participation in PA/sport amongst under-represented groups
Engage local workforce into getting active	<ul style="list-style-type: none"> Via partnership with Chamber of Commerce, Chester business Leaders, BID team 			A more active and healthy workforce

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Targets & KPIs - Widening participation in physical activity through compelling watersports offer

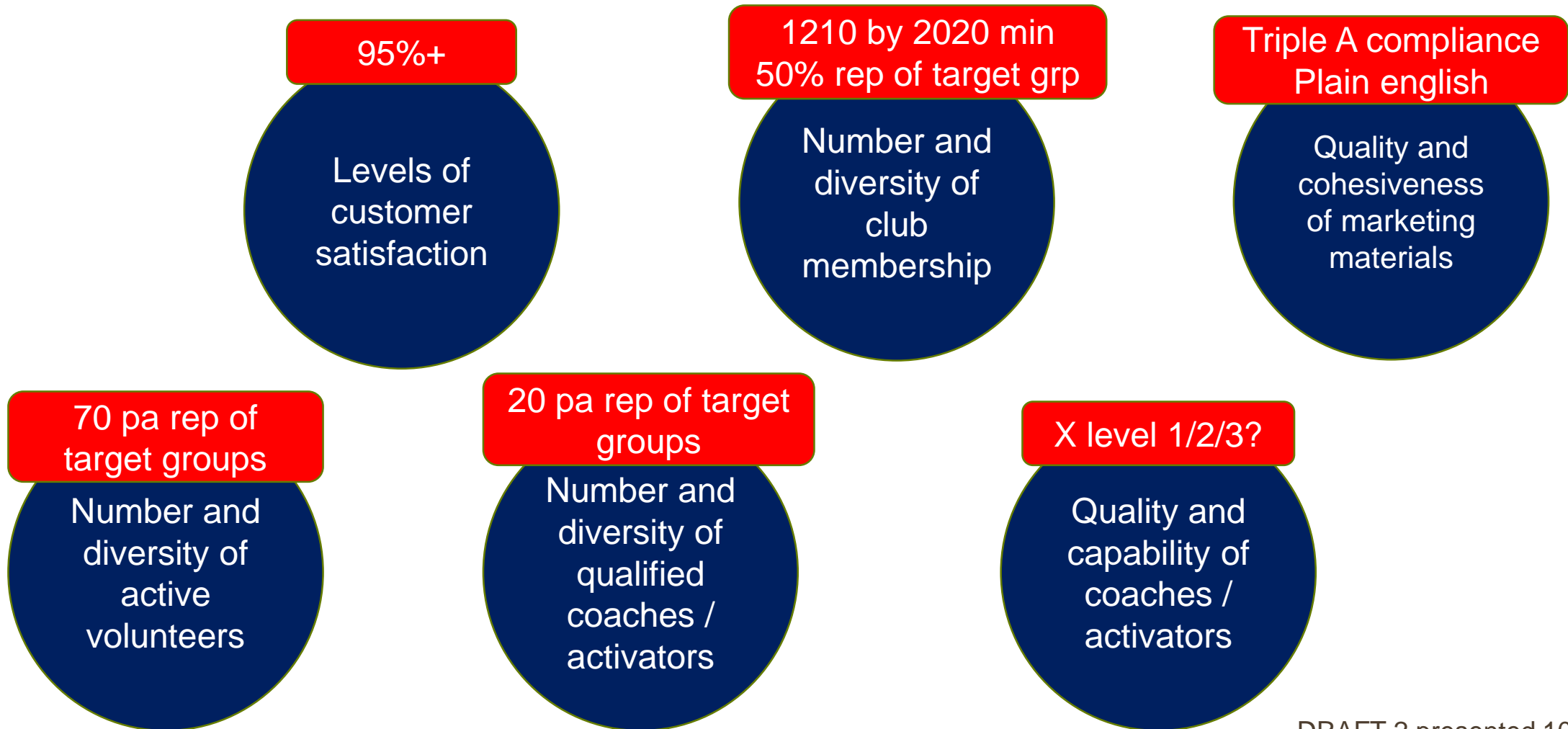


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Action Plan - Secure sustainable growth for individual and collective watersports clubs

objective	actions	cost	timeframe	outcome
Creating a new, sustainable, high quality shared facility that attracts new members	<ul style="list-style-type: none"> Co-design of facility by team of independent clubs, schools and community supported by LA, NGBs and CSPs Co-investment by LA and Club 			Increase satisfaction amongst existing members. % new member increase
Unlocks existing latent demand within club waiting lists	<ul style="list-style-type: none"> Clearly targets transposed from individual club plans through until 2020 			Growth in participation and membership achieved within individual clubs
Marketing a cohesive, compelling partnership offer on site	<ul style="list-style-type: none"> Support from LA/CSP for start up Skillsets in house within clubs Dedicated support in house 			Growth in participation achieved across all clubs and activities from more diverse backgrounds
Increasing volunteers	<ul style="list-style-type: none"> Campaign to engage and train new volunteers Partnerships with HE/FE and employer partners 			Increase in number, quality and diversity of volunteers
Developing new coaches and activators representative of user groups	<ul style="list-style-type: none"> Specific workforce development programme to support individual and collective club growth Assistance from CSP Dedicated resource to recruit 			Growth in participation achieved across all clubs and activities from more diverse backgrounds

Targets & KPIs - Secure sustainable growth for individual and collective watersports clubs

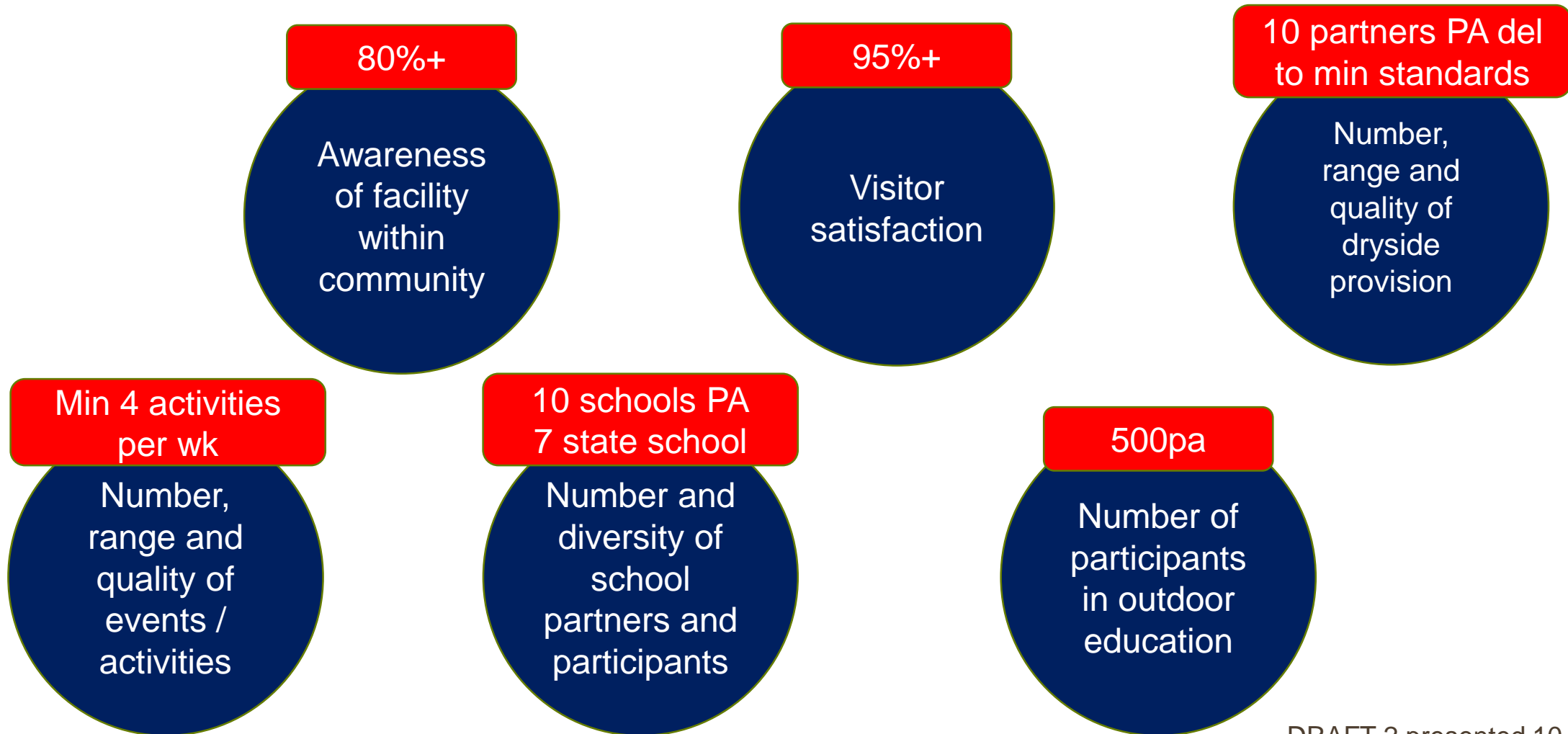


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Action Plan - Create an integrated active lifestyle hub

objective	actions	cost	timeframe	outcome
Offers a welcoming accessible and affordable entry point for inactive people to try something new	<ul style="list-style-type: none"> • Welcoming, informal environment clearly accessible to all • FOC entry to general public • Targeted programmes affordable to target grps 			Increase in number and diversity of inactive people getting active
Offers a cohesive range of dryside active recreation activities (eg walking, cycling, orienteering)	<ul style="list-style-type: none"> • Targeted partner engagement (local clubs, existing heritage trails etc) • Development of new walks/activities to start/end at facility specifically targeting under-rep groups (eg treasure-hunt for families) 			Increase in number and diversity of inactive people getting active
Hosts groups and events promoting wider physical health and wellbeing activities	<ul style="list-style-type: none"> • Partnership with local health and wellbeing groups (slimming world, alternative therapies, disability groups) • Discounted room hire for H&W activities 			Increase in number and diversity of inactive people getting active
Engages schoolchildren in active indoor/outdoor education activities	<ul style="list-style-type: none"> • Via new School Watersports Partnership 			Increase in number and diversity of inactive people getting active

Targets & KPIs - Create an integrated active lifestyle hub



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Action Plan - A safe, inclusive, well-governed environment

objective	actions	cost	timeframe	outcome
Robust and inclusive governance	<ul style="list-style-type: none"> Targeted recruitment to secure high-calibre trustees/NEDs Training and development of group 			Full assurance of onsite ops
Financial sustainability of facility	<ul style="list-style-type: none"> Clear costed business plan with contingency 			Sustainability going forward
A welcoming culture for people of all ages, backgrounds and abilities	<ul style="list-style-type: none"> User-friendly marketing materials Staff trained in customer service Activators trained to engage hard to reach groups 			Retention of members. Increase in number and diversity of inactive people getting active
Inclusive communications	<ul style="list-style-type: none"> Support from EFDS to ensure good practice Simple/plain English (no jargon) 			Increase in number and diversity of inactive people getting active
Parking and access for disabled people	<ul style="list-style-type: none"> Compliant with the law 			Increase in number and diversity of inactive people getting active
Inclusive safety and activity equipment on site	<ul style="list-style-type: none"> Compliant with the law and H&S Sufficient to support target groups 			Increase in number and diversity of inactive people getting active
Trained staff and volunteers (first aid/safeguarding/inclusive training)	<ul style="list-style-type: none"> Support from CSP to develop appropriate workforce, training plan and policies 			Mitigation of risk Increase in number and diversity of inactive people getting active
Proactive management of risk with system and procedures in place to protect visitors and the reputation of the facility	<ul style="list-style-type: none"> Training and development of staff Policies and procedures in place Proactive risk management by operational management group overseen by Board 			Safe and secure environment

Targets & KPIs - A safe, inclusive, well-governed environment

Max 9, meets SE board stanrds

Quality, diversity and capability of board

10% Annual growth

Income/ expenditure

AAA compliance Plain Eng

Accessibility of marketing materials

Target?

Quality and accessibility of built environment

Target?

Quality and accessibility of equipment

Target?

Organisational resilience

Target?

Environmental impacts

facility

- Based on 1500m²
- Toilets
- Changing facilities
- Storage
- Flexible training space
- Coffee/refreshment station
- Classroom
- Boat/equipment hire
- Launch facility

operations

Staff (target hard to reach groups sweating assets during day)

- Business planning for facility/site
- Operational planning/management for site
- Primary delivery of non-traditional groups during daytime 9-3pm and weekends
- Engagement of wider partners
- Coordination of promotional materials and messages
- Optimising facility during daytime hours

Clubs (play to their strengths)

- Business planning for individual and collective club offer
- Contributing to operational planning/management on site
- Primary delivery of traditional groups/latent demand pre-9am and post 3pm

Governance

Site owners

CIC/Trust/CIO

Lease/commission

Strategic Board

- Independent/impartial to operations
- Determines strategy and KPIs
- Check and challenge on performance
- Business Manager conduit
- Recruitment

Includes investors/
shareholders

- Representative of clubs and users
 - Operationalises strategy
 - Complaints, ideas, compliments
- Business Manager conduit

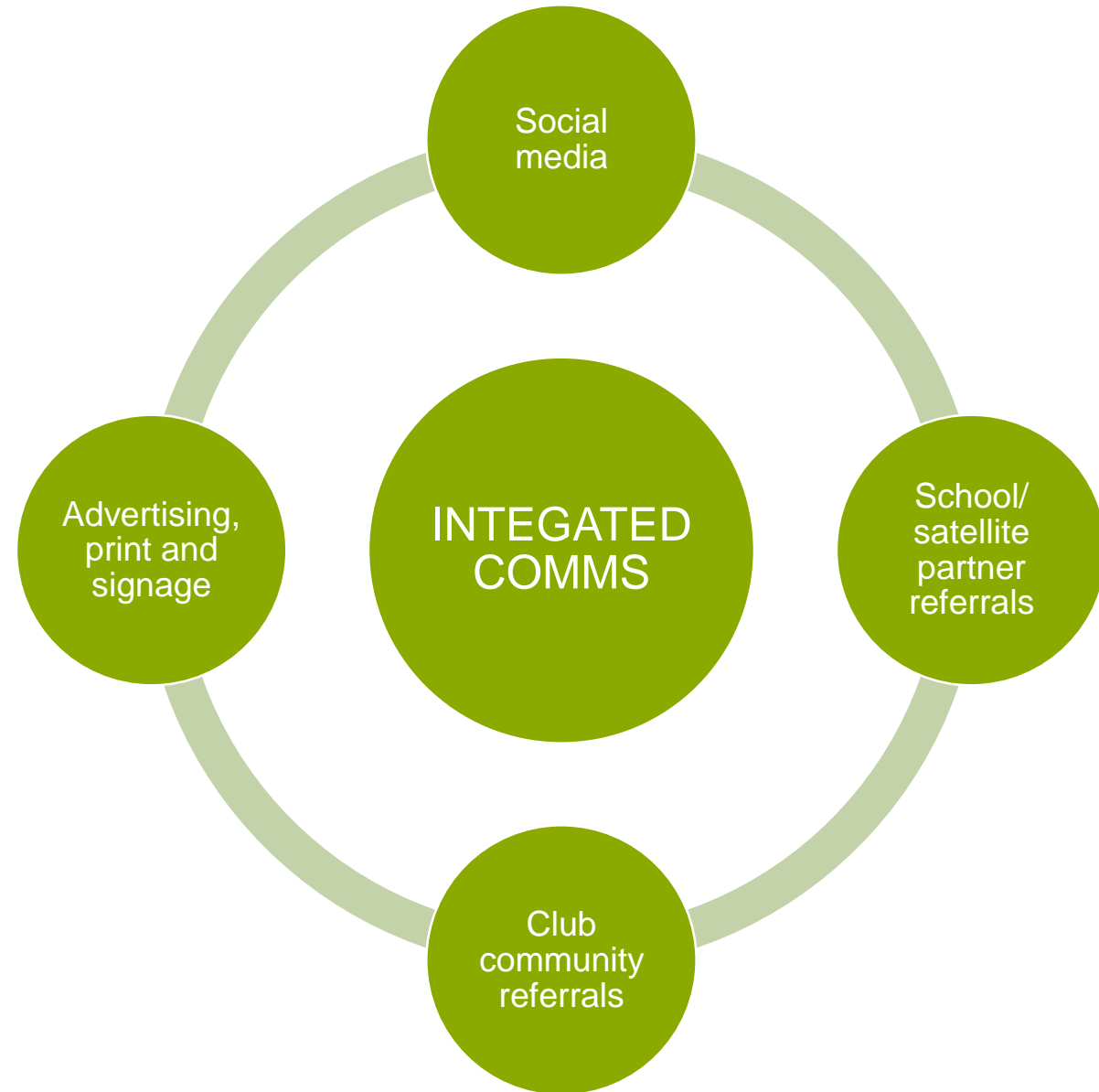
Management Board

Governance

- Legal structure
 - Charitable Trust/Charitable Incorporated Organisation/Community Interest Company
 - Shareholders representing financial investors
 - Protection of asset for public use
-
- Governance
 - Facility transferred via commissioned lease(devolving responsibility with clear objectives/accountabilities)
 - Strategic Board overseeing delivery of objectives
 - Management Board coordinating activity on site

Marketing

- Cohesive strategy
- Agreed multi-buy deals
- Umbrella brand, sponsorship, website and social media
- Inclusive comms
- Single interface with community routed to clubs as required
- Pooled data to support comms



Risk

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no	risk	likelihood	impact	score	mitigation	Score post-mitigation
1	Watersports facility does not progress affecting stability of existing clubs	3	5	15	robust evidence base Investment partners secured in part	10
2	Capacity of clubs to meet demand	3	4	12	Additional staff resource to unlock potential. Support from NGB/CSP to develop club/ancillary club	8
3	Lack of cooperation among various parties	1	5	5	Strong cooperation from outset	5
4	Performance of BDM	2	5	10	Strong governance to monitor progress against agreed outcomes	5
5	Under-utilisation during daytime hours	3	5	10	Staff resource to drive and deliver agreed targets	5
6	Failure to deliver agreed Business Plan and associated outcomes	2	5	10	Strong governance to monitor progress against agreed outcomes	5



Please raise any questions you may have regarding this document by email to anne.boyd@activecheshire.org

