

**CABINET
MONDAY, 13 NOVEMBER 2017 AT 2.00PM**

**THE FUTURE OF CUFFLEY CAMP OUTDOOR CENTRE – ADDITIONAL
INFORMATION**

Introduction

1. This report supplements the published Cabinet report on the future of the Cuffley Camp Outdoor Centre. Whilst the Resources, Property & the Economy Cabinet Panel focused on the financial and commercial aspects of the recommended decision, this paper also provides additional information on the issues raised at the recent Children's Services Cabinet Panel and in the petition that was presented to the Resources, Property and the Economy Cabinet Panel.

Alternative Provision of Outdoor Activity Centres

2. Both the petition and the Children's Services Cabinet Panel identified concerns about what alternative facilities exist should schools no longer be able to send children to Cuffley camp. There are 31 known activity and residential centres in and around Hertfordshire within a 90 minute drive of Cuffley Camp. Those venues (summarised in Appendix A) have in excess of 6,000 residential places available for young people. In addition to the residential venues listed there are also three providers who cater for day visits. Websites such as UKschooltrips.co.uk and planmyschooltrip.co.uk illustrate the extensive range of providers and types of outdoor education experiences marketed to schools.

Alternative Lease Arrangements

3. The Council's lease contains significant prohibitions against what is termed 'alienation' and therefore the Council are unable to consider sub-leasing or other partnering arrangements, through which the Council might be able to provide similar services through a different operating model.

Operational Context & Failure to Implement Lease Obligations

4. Cuffley Camp has been run with the objective of operating as a self-financing facility and therefore has not been allocated an ongoing operational budget. Staffing, equipment, resources and property costs are intended to be met through the income it generates from bookings. Unfortunately, the Council has been unable to achieve this goal and the centre has been incurring net costs for the last few years.
5. There are a number of possible factors contributing to the site not being financially self-sufficient under Council operation. Overall bookings have declined by 11% since 2011, and 5-day bookings have reduced by over 50%.

6. This is a market where competitors, including the Scout Association, have been able to invest significantly in their sites. Whilst the decline in bookings is considered to be related to the lack of investment in the site and an extensive range of competitive offerings, it is also likely to be related to pressures on school budgets and decisions made locally by schools about the extent of extra-curriculum activity provided.
7. The uncertainty about the future viability of the service, combined with a lack of clarity about formal lease management responsibilities, have combined to create the situation now faced, where considerable maintenance and dilapidation arrears have arisen.
8. Service and Estates officers have therefore been in discussions with both the landlord and the Big Lottery Fund to identify the options open to the Council, including the financial impacts set out in the Part II paper.
9. Given the ongoing financial pressures affecting all council services, and our experience in the last few years of not being able to run Cuffley Camp as a self-sufficient operation, the Council have now reached the position where a decision about future options is required.

Status of the Lottery Grant

10. A Big Lottery grant was utilised to fund the construction of a new dining hall and kitchen facility in 2007. Clawback arrangements were included in the agreement should future use of the facility change. The amount required to be repaid to the Lottery Fund should the Council withdraw from the lease is set out in the Part II paper being considered by the Panel.

Future Operations

11. It will be for the landlord to determine what it chooses to do with the site should the Council give up its lease. There is the potential for a specialist provider to work with the landlord to secure an alternative approach for the provision of outdoor education activities at the site. However, the landlord is unlikely to be able to pursue any such opportunities unless the uncertainties created by the outstanding issues relating to the Council's current lease are resolved.

Appendix A: Alternative Outdoor Activity and residential Centres

Site Name	Distance / Travel Time	Examples of Services/Activities Provided		Notes
Tolmers Activity Centre - Scouts (Cuffley): Cuffley EN6 4JS	1.4 miles Approx. 4 mins	<ul style="list-style-type: none"> • Residential • Aeroball • Archery • Air Rifles • Bungee Run • Canoeing • Climbing/Abseiling • Tree Climb 	<ul style="list-style-type: none"> • Crazy golf • Giant slide • Gladiator Duel • Assault Course • Trampoline • Zip Line • Pedal karts • Raft building 	<ul style="list-style-type: none"> • Total indoor residential capacity of 116. • 70 acres of camping fields are also available. • Capacity of 4,000 for day visits. • Open throughout the year.
Danemead Scout Campsite: Broxbourne EN11 8GG	6 miles Approx. 11 mins	Back to basics site – activities are led by the group staying on site.		<ul style="list-style-type: none"> • Total indoor residential capacity of 24. • Camping is also available.
Fairmead Scout Campsite: Waltham Abbey IG10 4AJ	11 miles Approx. 26 mins	<ul style="list-style-type: none"> • Obstacle Course • Campfire Circle • Altar fires 		<ul style="list-style-type: none"> • Total indoor residential capacity of 40. • Camping is also available.
Scout Park: London N11 2PB	11 miles Approx. 30 mins	<ul style="list-style-type: none"> • Air rifle shooting • Archery • Campfire circle • Climbing 	<ul style="list-style-type: none"> • Fire lighting • Orienteering • Nature centre 	<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 262.

Site Name	Distance / Travel Time	Examples of Services/Activities Provided		Notes
Gillwell Park – Scouts: Chingford E4 7QW	11 miles Approx. 31 mins	<ul style="list-style-type: none"> • 3G swing • Aerial trek • Archery • Campfire • Climbing • Free fall • Jacob's ladder • High ropes • Medium ropes • Rifle shooting 	<ul style="list-style-type: none"> • Raft building • Kayaking • Zipwire • Low ropes • Pond dipping • Team building • Pioneering • Aeroball • Pedal karts • Revolving climbing wall 	<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 1,196. • Open throughout the year.
Harmergreen Wood – Scouts: Welwyn AL6 0US	15 miles Approx. 26 mins	<ul style="list-style-type: none"> • Woodland crafts • Orienteering 		<ul style="list-style-type: none"> • Total indoor residential capacity of 18. • 15 glades cleared in the woodland for camping.
Girlguiding Chigwell Row Campsite and Activity Centre: Chigwell IG7 6EN	17 miles Approx. 35 mins	<ul style="list-style-type: none"> • Abseiling • Archery • Crafts • Grass sledging • Orienteering • Climbing (indoor and outdoor) 	<ul style="list-style-type: none"> • Pedal boats • Environmental activities • Trampolines • Water zorbing • Zip line 	<ul style="list-style-type: none"> • 56 acres of campsites are available. • Open throughout the year.
Michael Mallinson Scout Centre: Woodford Green IG8 6RE	17 miles Approx. 35 mins	<ul style="list-style-type: none"> • Climbing Wall • Canoeing 	<ul style="list-style-type: none"> • Archery • 'Hawk' throwing range 	<ul style="list-style-type: none"> • Total indoor residential capacity of 36. • Open throughout the year.

Site Name	Distance / Travel Time	Examples of Services/Activities Provided		Notes
Lees Wood – Scouts: Watford WD17 4YA	21 miles Approx. 35 mins	<ul style="list-style-type: none"> • Climbing • Boulder box • Assault course • Rifle range • Archery • Suction crossbow range 	<ul style="list-style-type: none"> • Orienteering • Pedal karts • Pioneering • Conservation • Slack lining 	<ul style="list-style-type: none"> • Total indoor residential capacity of 68. • Camping available.
Phasels Wood – Scouts: Kings Langley WD4 9NA	22 miles Approx. 28 mins	<ul style="list-style-type: none"> • Trampoline • 360 travers • 3G gyro • Abseiling • Aeroball • Air rifle shooting • Archery • Batak • Environment and nature activities 	<ul style="list-style-type: none"> • Buzzwire • Climbing • High ropes • Kayaking • Zorbing • Orienteering • Underground tunnels • Zipwire 	<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 200. • Open throughout the year.
Wymondley Wood – Scouts: Letchworth Garden City SG6 2UB	23 miles Approx. 36 mins	<ul style="list-style-type: none"> • Mini assault course • Pioneering • Archery • Trampoline • 5-a-side football 	<ul style="list-style-type: none"> • Volleyball • Play parachute • Earthball • Small group games 	<ul style="list-style-type: none"> • Total indoor residential capacity of 42. • 4 acres of camping fields are available.

Site Name	Distance / Travel Time	Examples of Services/Activities Provided		Notes
Thriftwood Scout Camp Site: Brentwood CM13 2DP	25 miles Approx. 40 mins	<ul style="list-style-type: none"> • Assault Course • Archery • Abseiling • Axe Throwing • Bushcraft • Climbing • Crate Stack • Crossbows • Demolition Derby • Fishing • Jacob's Ladder 	<ul style="list-style-type: none"> • Kayaking • Orienteering • Pedal Cars • Pond Dipping • Rafting • Rifle Shooting • Sky Hi Walk • Slacklining • Trampolines • Zip Line 	<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 1134. • Open throughout the year.
Dell Farm Outdoor Centre: Dunstable LU6 2LG	27 miles Approx. 41 mins	<ul style="list-style-type: none"> • Orienteering • Bouldering • Climbing • Archery 	<ul style="list-style-type: none"> • Nordic walking • Caving • Problem solving • Learning centre 	<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 80.
Stubbers Adventure Centre: Upminster RM14 2TY	29 miles Approx. 40 mins	<ul style="list-style-type: none"> • Kayaking • Canoeing • Bell Boats • Sailing • Paddle boarding • Raft building • Archery • Rifle shooting • All-terrain boarding 	<ul style="list-style-type: none"> • Grass sledging • Caving • Orienteering • Climbing • Abseiling • High ropes • Zipline Quad bikes 	<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 272.

Site Name	Distance / Travel Time	Examples of Services/Activities Provided		Notes
Hudnall Park – HCC: Berkhamsted, Near Hemel Hempstead HP4 1QN	29 miles Approx. 46 mins	<ul style="list-style-type: none"> • Archery • Map reading • Shelter building • Obstacle course • Zipline • Low ropes • Parachute games • Tracking 	<ul style="list-style-type: none"> • Mountain biking • Problem solving • Environmental studies • Orienteering • Problem solving • Pond dipping • Go-Karting 	<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 90 from spring 2018.
Woodrow High House – London Youth Charity: Amersham HP7 0QG	30 miles Approx. 52 mins	<ul style="list-style-type: none"> • High ropes • Jacob's ladder • Low ropes • Archery 	<ul style="list-style-type: none"> • Orienteering • Raft building • Pioneering 	<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 210. • Open throughout the year.
Skreens Park Activity Centre: Chelmsford CM1 4NL	31 miles Approx. 53 mins	<ul style="list-style-type: none"> • Air rifle shooting • Archery • Team building • Assault course • Pedal karts • Slacklining • Climbing • Mini crossbows 	<ul style="list-style-type: none"> • Pond dipping • Traverse wall • Raft building • Orienteering • Kayaking • Abseiling • Air rifle shooting 	<ul style="list-style-type: none"> • Total indoor residential capacity of 212. • 26 camping areas available.
Cherrywood Campsite – Scouts: Purfleet RM19 1TS	32 miles Approx. 41 mins	<ul style="list-style-type: none"> • Air Rifle Shooting • Archery • Campfire • Hike Routes 	<ul style="list-style-type: none"> • Inflatables • Orienteering • Backwoods Cooking • Volleyball 	<ul style="list-style-type: none"> • Total indoor residential capacity of 14. • Large area available for camping.

Site Name	Distance / Travel Time	Examples of Services/Activities Provided		Notes
Green Park – ALF (Adventure Learning Foundation): Aston Clinton HP22 5NE	34 miles Approx. 42 mins	<ul style="list-style-type: none"> • Mountain biking • Archery • Zipwire • High ropes • Sailing • Rafting • Bell boats • Pedal karts 	<ul style="list-style-type: none"> • Canoeing • Kayaking • Fencing • Jacob's ladder • Climbing • Orienteering • Bushcraft • Abseiling 	<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 346. • Open throughout the year.
Hillingdon Outdoor Centre: Harefield UB9 6JN	34 miles Approx. 42 mins	<ul style="list-style-type: none"> • Caving • Fencing • Low ropes • Archery • Orienteering • High ropes • Climbing • Abseiling 	<ul style="list-style-type: none"> • Zipwire • Pedal karts • Bushcraft • Kayaking • Canoeing • Sailing • Raft building 	<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 50.
Kingston Ridge – Scouts: Basildon SS16 5PW	35 miles Approx. 48 mins	<ul style="list-style-type: none"> • Back to basics camping. 		<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 250.
Walter Davies Scout Campsite: Slough SL2 4AH	38 miles Approx. 48 mins	<ul style="list-style-type: none"> • Challenge course • Aerial runway • Crate stacking 		<ul style="list-style-type: none"> • Total indoor residential capacity of 16. • Camping is available.

Site Name	Distance / Travel Time	Examples of Services/Activities Provided		Notes
Boyd Campsite and Activity Centre: Henlow SG16 6AR	39 miles Approx. 41 mins	<ul style="list-style-type: none"> • Rifle shooting • Climbing • Kayaking • Archery 	<ul style="list-style-type: none"> • Abseiling • Rafting • Pioneerering • Fishing 	<ul style="list-style-type: none"> • 12 campsites are available for residential groups.
Essex Outdoors – Essex County Council: Danbury CM3 4AB	39 miles Approx. 48 mins	<ul style="list-style-type: none"> • Zipwire • Archery • Biking • Caving • Adventure and obstacle course 	<ul style="list-style-type: none"> • High ropes • Low ropes • Orienteering • Quad biking 	<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 400. • Open throughout the year.
Belchamps Centre – Scouts: Hockley SS5 4JD	43 miles Approx. 1hr 2 mins	<ul style="list-style-type: none"> • Fencing • High ropes • Jacob's ladder • Pedal karts • Pioneerering • Pond dipping • Slacklining • Trampolining • Traverse wall 	<ul style="list-style-type: none"> • Abseiling • Air rifles • Archery • Assault course • Bridge building • Bungee run • Bushcraft • Caving • Indoor & outdoor climbing 	<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 196. • 20 campsites are available.
The Leslie Sell Activity Centre: Bedford MK43 8LD	51 miles Approx. 64 mins	<ul style="list-style-type: none"> • Archery • Rifle range • Pistol range • Pedal karts • Bouldering wall 	<ul style="list-style-type: none"> • Mini crossbows • Orienteering • Caving • Team building 	<ul style="list-style-type: none"> • Total indoor residential capacity of 26. • Camping available.

Site Name	Distance / Travel Time	Examples of Services/Activities Provided		Notes
Grendon Outdoor Learning Centre: Northampton NN7 1JW	59 miles Approx. 78 mins	<ul style="list-style-type: none"> • Archery • Canoeing • Raft building 	<ul style="list-style-type: none"> • Tarzan challenge • Low ropes • Adventure walk 	<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 156. • Open throughout the year.
The Jarman Centre: Newmarket CB8 9HB	60 miles Approx. 80 mins	<ul style="list-style-type: none"> • Trampolines • Geocaching 	<ul style="list-style-type: none"> • Archery • Woodland skills 	<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 137.
Essex Outdoors Bradwell - Essex County Council: Southminster CM0 7QY	61 miles Approx. 83 mins	<ul style="list-style-type: none"> • Archery • Canoeing • Dinghy sailing 	<ul style="list-style-type: none"> • High ropes • Orienteering 	<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 60. • Open throughout the year.
Everdon Activities Centre: Daventry NN11 3BL	67 miles Approx. 84 mins	<ul style="list-style-type: none"> • Canal visits • Orienteering • Navigation • Woodland survival 	<ul style="list-style-type: none"> • Team building • Natural arts • Habitat studies 	<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 30. • Open throughout the year.
Essex Outdoors Mersea - Essex County Council: Colchester CO5 8SX	69 miles Approx. 86 mins	<ul style="list-style-type: none"> • Zipwire • Archery • Canoeing • Caving • Coastal discovery • Adventure and obstacle course 	<ul style="list-style-type: none"> • High ropes • Kayaking • Kit karts • Low ropes • Orienteering 	<ul style="list-style-type: none"> • Total indoor residential and camping capacity of 500. • Open throughout the year.

Day Visits Only

Site Name	Distance / Travel Time	Examples of Services/Activities Provided		Notes
Herts Young Mariners Base: Cheshunt EN8 9AJ	6 miles Approx. 20 mins	<ul style="list-style-type: none"> • Fencing • Kayaking • Orienteering • Raft Building • Paddle boarding • Sailing • Adventure Games 	<ul style="list-style-type: none"> • Archery • Bell Boating • Bush Craft • Canoeing • Caving • Problem Solving 	<ul style="list-style-type: none"> • Ideal for day visits. • Open throughout the year.
Stanborough Activity Centre – Finesse Leisure: Welwyn Garden City AL8 6DF	10 miles Approx. 19 mins	<ul style="list-style-type: none"> • Adventure Days • Power Boating • Archery • Fishing 	<ul style="list-style-type: none"> • Canoeing Courses • Taster Sessions • Sailing Courses • Adventure Parties 	<ul style="list-style-type: none"> • Ideal for day visits. • Open throughout the year.
Essex Outdoors Harlow – Essex County Council: Harlow CM20 2QS	16 miles Approx. 28 mins	<ul style="list-style-type: none"> • Abseiling • High ropes • Kayaking • Canoeing • Orienteering 	<ul style="list-style-type: none"> • Raft building • Archery • Low ropes • Paddle boarding 	<ul style="list-style-type: none"> • Capacity of 120 for day visits. • Open throughout the year.