

**Culture Committee**

**Date:** **Tuesday, 26 June 2012**  
**Time:** **10:30**  
**Venue:** **National Water Sports Centre**  
**Address:** **[Venue Address]**

**AGENDA**

- |          |  |                |
|----------|--|----------------|
| <b>1</b> | <b><u>Minutes 29 May 2012</u></b><br>Details   | <b>3 - 6</b>   |
| <b>2</b> | <b><u>Apologies for Absence</u></b><br>Details                                       | <b>1-2</b>     |
| <b>3</b> | <b><u>Declarations of Interest</u></b><br>(a) Personal<br>(b) Prejudicial            | <b>1-2</b>     |
| <b>4</b> | <b><u>Proposals for Sherwood Forest Regional Park</u></b><br>Details                 | <b>7 - 14</b>  |
| <b>5</b> | <b><u>Sherwood Forest Visitor Centre</u></b><br>Details                              | <b>15 - 20</b> |
| <b>6</b> | <b><u>National Water Sports Centre Future Management Arrangements</u></b><br>Details | <b>21 - 44</b> |
| <b>7</b> | <b><u>Work Programme and Tour of Provision</u></b><br>Details                        | <b>45 - 52</b> |



## minutes

Meeting	CULTURE COMMITTEE
Date	29 May 2012 (commencing at 10.30 am)

### **Membership**

Persons absent are marked with 'A'

### **COUNCILLORS**

	John Cottee (Chairman)
	Liz Yates (Vice-Chairman)
	Fiona Asbury
A	Chris Barnfather
	Barrie Cooper
	Michelle Gent
	John Knight
A	Darrell Pulk
	Wendy Quigley
	Gordon Wheeler
	June Stendall

Ex-officio (non-voting)

A	Mrs Kay Cutts
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### **OTHER COUNCILLORS IN ATTENDANCE**

Councillor Mel Shepherd

### **OFFICERS IN ATTENDANCE**

Derek Higton – Service Director, Youth, Families and Culture  
Sally Gill – Group Manager Planning  
Patrick Candler – Group Manager, Country Parks and Green Estate  
Peter Gaw – Group Manager, Libraries, Archives and Information  
Heather Stokes – Team Manager, Conservation  
Malcolm Hackett – Senior Practitioner Greenwood  
Martin Gately – Democratic Services  
Paul Davies – Democratic Services  
Michelle Welsh – Member Support

### **OTHERS IN ATTENDANCE**

Colin Barson

## **CHAIRMAN AND VICE CHAIRMAN**

The appointment by the County Council of Councillor John Cottee as Chairman and Councillor Liz Yates Vice-Chairman was noted.

## **MEMBERSHIP**

The membership of the committee, as set out above, was noted. Councillor Stendall had been appointed in place of Councillor Turner.

## **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Darell Pulk (other County Council Business).

## **DECLARATIONS OF INTEREST**

Councillor John Cottee declared a personal interest in agenda item 10 – Greenwood Community Forest as he was a member of the Greenwood Community Forest Board.

## **TERMS OF REFERENCE**

### **RESOLVED: 2012/001**

That the terms of reference for the Culture Committee be noted.

## **INTRODUCTION TO SERVICES (PRESENTATION)**

### **RESOLVED: 2012/002**

That the introductory service presentations be noted.

## **WORK PROGRAMME AND TOUR OF PROVISION**

### **RESOLVED: 2012/003**

- 1) the committee's work programme be noted, and consideration be given to any changes which the committee wishes to make;
- 2) the committee indicate which operational activities it wishes to receive regular reports on;
- 3) it be noted that responses to previous scrutiny reviews which are relevant to this committee will be included in the work programme:

- 4) the committee establish a programme of Culture Committee visits to key cultural services points of delivery.

#### **APPLICATION TO DEFRA FOR LOCAL NATURE PARTNERSHIP STATUS**

##### **RESOLVED: 2012/004**

- 1) That the progress in delivering the Local Nature Partnership element of the Natural Environment White Paper be noted.
- 2) That approval be given to the submission of an application to DEFRA to establish the Lowland Derbyshire and Nottinghamshire Local Nature Partnership.

#### **PROJECT CLOSURE REPORT ON THE SIX Cs STRATEGIC GREEN INFRASTRUCTURE**

##### **RESOLVED: 2012/005**

That the work undertaken through the 6Cs Strategic Green Infrastructure Programme and the highlights of the Project Closure Report be noted

#### **GREENWOOD COMMUNITY FOREST**

##### **RESOLVED: 2012/006**

- 1) That the report be noted.
- 2) That the outline proposals (set out in paragraph 10) for Greenwood's upcoming programme be endorsed and encouragement offered to the Greenwood Partnership in further developing these work areas.

The meeting closed at 12.30 pm.

**CHAIRMAN**



**REPORT OF THE GROUP MANAGER, PLANNING****PROPOSALS FOR SHERWOOD FOREST REGIONAL PARK****Purpose of the Report**

1. To provide an update on proposals for establishing a Sherwood Forest Regional Park following the Policy Committee meeting on 20 June 2012.

**Information and Advice**

2. The importance of Sherwood to Nottinghamshire and the need to work collaboratively have long been recognised. In 1974, local authorities and other partners worked together to publish the Sherwood Forest Study and this was followed by many years of partnership working on a whole range of plans and programmes.
3. A major opportunity to deliver some of the ambitions for Sherwood came with the BIG Lottery £50m Living Landmarks programme and the broad partnership that came together for the Living Legend bid. Although the Living Legend bid was not successful, the strength of the partnership was such that it has delivered a step change in collaborative working and shared ambitions for Sherwood, culminating in proposals to create a Regional Park.
4. Regional Parks, unlike National Parks, have no fixed definition but are based on local characteristics and aspirations. They have been established across the UK and Europe and all use environmental enhancements as the foundation for economic and social improvements. They have no formal planning powers but can help to co-ordinate approaches to planning whilst retaining local flexibility and democratic accountability.
5. Under the aegis of the former Living Legend Project Management Board, Nottinghamshire County Council commissioned a Regional Park feasibility study in 2008. This was undertaken jointly by Hallam Environmental Consultants Ltd and Sheffield Hallam University and reported favourably, setting out the aspirations for the establishment of Sherwood Forest Regional Park. Elected Members were consulted through a seminar and workshop.
6. Since the publication of the Feasibility Study, the Project Management Board (PMB) has formed a shadow Regional Park Board to take forward the development of a draft Vision Statement, Regional Park boundary and broad objectives. Current membership of the Board is listed at **Appendix 1** and the proposed boundary is included at **Appendix 2**.

7. The Vision that has been developed is for *“a future for the Sherwood Forest area where the outstanding natural and cultural heritage is nationally and internationally recognised – where vibrant communities, economic regeneration and environmental enhancement thrive together in this inspiring natural setting”*. The Vision is supported by four broad objectives:
- Objective 1: To manage, enhance and promote the landscape character of the Forest, including its biodiversity and geodiversity
- Objective 2: To manage, enhance and promote the historic character of the Forest, its settlements, heritage assets and culture, including its industrial heritage
- Objective 3: To promote sustainable leisure and tourism
- Objective 4: To support agricultural diversification, woodland and rural economy uses which respect local character.
8. Partners have also identified the following key benefits that a Regional Park could bring:
- Improvements for the environment, social well being and the local economy
  - Coordination of delivery across the public, private and voluntary sectors
  - Potential for more sustainable income generation and inward investment
  - Opportunities for job creation, training and skills
  - Linking Sherwood Forest to its gateway towns and villages and to historic Nottingham
  - Adding value by facilitating the delivery of existing organisations rather than duplicating effort
  - Bringing new resources by providing the partnership basis for bids that is required by major sources of funding
  - Supporting economic development in line with Regional Park objectives
  - Ensuring a consistent approach to planning across authorities
  - Helping to protect and enhance the internationally renowned assets
  - Providing a coordinated approach to landscape restoration
  - Supporting a coherent marketing of the Sherwood Forest offer
  - Enabling an effective attract & disperse marketing strategy
  - Creating the context for speciality local brands
  - Unlocking potential new markets for agricultural and forestry products.
9. Having developed the Vision and Objectives, work is now underway with local planning authorities to ensure that policies consistent with the Vision and Objectives of the Regional Park are embedded in Local Plans. This aims to provide consistency and ensure co-ordination and co-operation whilst retaining local flexibility and democratic accountability to reflect local differences and priorities. A funding group has also been established to explore funding opportunities for delivery of some of the key objectives.
10. In order to move forward with Regional Park designation, formal endorsement of the Vision, Objectives and boundary by all partners is required. Local Authorities have a key role in providing formal backing for the designation and



in helping to take it forward. A Board that is properly constituted and representative of all the key sectors can then be formed and tasked with investigating how the Regional Park can be co-ordinated to ensure that it achieves its objectives.

11. There are a number of models for Regional Park co-ordination in existence but partners are agreed that any preferred solution for Sherwood will take a light-touch approach. Once the Board has completed its investigation into possible models, a further report on the process for designation will be brought to Members.
12. The proposal to designate a Sherwood Forest Regional Park and the vision and objectives for that Regional Park are consistent with the County Council's Strategic Priorities 2010-14, specifically Priority Two: to promote the economic prosperity of Nottinghamshire and to safeguard our environment.
13. The tourism, community, environment, voluntary, statutory, local authority and land management representatives currently engaged with the process have identified that a Sherwood Forest Regional Park could offer the opportunity to deliver benefits across sectors and at a greater scale than is achievable through existing partnerships. It will also bring greater recognition for the existing activities of partners in contributing to the overall Vision for Sherwood, whilst at the same time retaining local flexibility and democratic accountability. This identification of the potential added value of a Sherwood Forest Regional Park by cross-sectoral partners, alongside the consistency with the County Council's Strategic Priorities, has informed the recommendation to support the process of Regional Park designation.
14. As this is a cross-cutting initiative, the Policy Committee has been recommended to approve County Council support for the process of Regional Park designation and endorse the Vision and Objectives for the proposed Regional Park. Future reports on the development of the process will be brought to Culture Committee for their consideration.

### **Other Options Considered**

15. The report is for noting only.

### **Reason/s for Recommendation/s**

16. To note progress on the creation of the Sherwood Forest Regional Park.

### **Statutory and Policy Implications**

17. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Financial Implications**

18. All partners recognise that the co-ordination of the Regional Park will need to be resourced and the difficulty of doing so from existing budgets. It is intended to task the Board with investigating how this can be achieved to ensure the delivery of the required benefits in the most cost-effective manner.

## **RECOMMENDATION/S**

- 1) To note the work to date on proposals for establishing a Sherwood Forest Regional Park.

**Sally Gill**  
**Group Manager, Planning**

**For any enquiries about this report please contact:**

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Conservation Team Manager  
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**Constitutional Comments**

19. As this report is for noting only, no Constitutional Comments are required.

### **Financial Comments (MA 07/06/12)**

20. Existing resources will be utilised to support the Regional Park designation process.

## **Background Papers**

Sherwood Forest Regional Park Feasibility Study  
Sherwood Forest Regional Park Vision Statement

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

## **Electoral Division(s) and Member(s) Affected**

Ashfield - all  
Bassetlaw - all  
Gedling - all  
Mansfield - all

Calverton:	Coun Mark Spencer
Ollerton & Boughton	Coun Stella Smedley MBE
Rufford:	Coun Les Ward
Southwell & Caunton:	Coun Bruce Laughton
Farnsfield:	Coun Andy Stewart
Radcliffe-on-Trent:	Coun Kay Cutts

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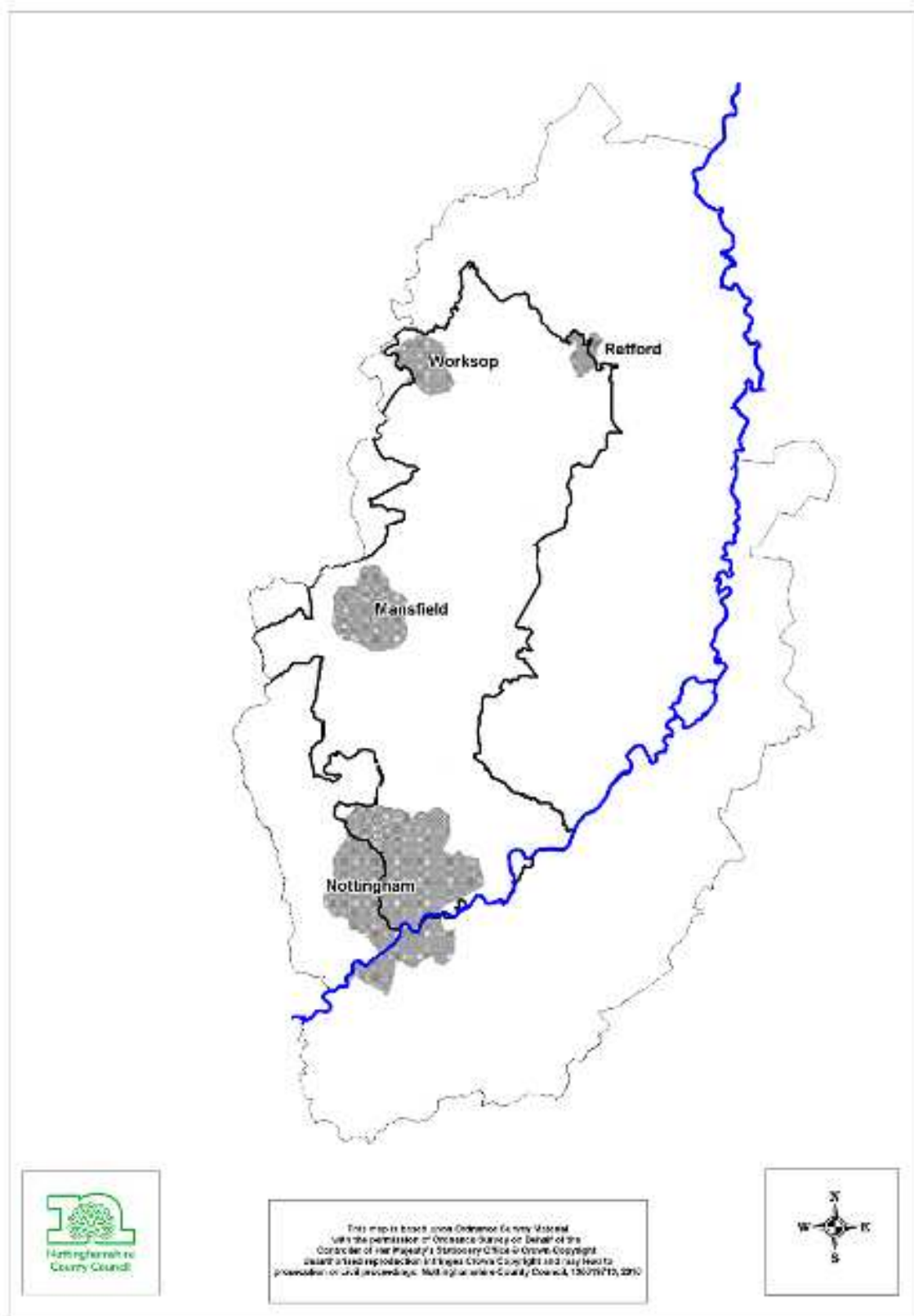
## Shadow Regional Park Board

The Membership currently comprises:

- § Elected Members and officers from
  - Nottinghamshire County Council (Councillor John Cottee, Sally Gill/ Heather Stokes, Patrick Candler)
  - Gedling Borough Council (Councillor Darrell Pulk) and
  - Newark & Sherwood District Council (Councillor Roger Blaney, Andy Norton)
- § representatives from
  - Campaign to Protect Rural England (Charlotte Elliott)
  - Edwinstowe Parish Council (Councillor John Peck)
  - Experience Nottinghamshire (Jennifer Spencer)
  - Forestry Commission (Jo Atkinson)
  - Friends of Greenwood Forum (Colin Barson)
  - Greenwood Community Forest (Malcolm Hackett)
  - Groundwork
  - Natural England (Tom Moat, David Kingsley-Rowe),
  - National Trust (Beth Dawson)
  - Nottinghamshire Wildlife Trust (John Everitt)
  - Royal Society for the Protection of Birds (Colin Wilkinson)
  - Rural Community Action Nottinghamshire ( Rob Crowder)
  - Sherwood Forest Trust (Lewis Walker, Julie Rushby)
  - Thoresby Estates (also representing Country Land and Business Association) (Nick Brown)
  - Woodland Trust

New Board members are actively being sought to ensure that the views of all sectors are represented.

## Appendix 2 Proposed Regional Park Boundary





**REPORT OF THE GROUP MANAGER, COUNTRY PARKS AND GREEN  
ESTATE SERVICES****SHERWOOD FOREST VISITOR CENTRE****Purpose of the Report**

1. The report provides an update to the Committee on the progress of the Sherwood Forest Visitor Centre project.

**Information and Advice**

2. At its meeting on 14 September 2011, Cabinet:
  - i) approved the process to secure a developer and operator to design, build, finance and operate a new Visitor Centre at Sherwood Forest
  - ii) approved expenditure on the estimated costs associated with this exercise
  - iii) noted that a final report to recommend the appointment of an operator and confirm the arrangements to be put in place for the longer term development of the visitor attraction and the National Nature Reserve will be submitted to Council in 2012.
3. The Council's ambition for a new visitor centre at Sherwood Forest is to promote and enhance the national and international reputation of Sherwood Forest, the legend of Robin Hood and the broader history and heritage of Nottinghamshire. **Appendix 1** sets out the vision and business objectives of the County Council.
4. Arising from this, the Sherwood Forest Visitor Centre project was established to manage an EU Works Concession Procurement, the legal process by which an operating partner could be procured. This was considered to be the best process to be followed as it gives a high degree of flexibility and interpretation to potential developers, where they would be in a strong position to set out their own designs and plans as to how they would wish to help deliver the Council's objectives.
5. The Works Concession has been carried out in two stages. Stage 1 was advertised through the Official Journal of the European Union (OJEU) in October 2011 and 22 organisations expressed an interest in this scheme. At the

closure of Stage 1 (December 2011), three outline bids were submitted and this was reduced to two as one was non-compliant.

6. In January 2012, Stage 2 of the procurement process commenced. Details of the Council's requirements and the methodology to be used were discussed in depth with both bidders as part of a dialogue process which continued until the end of May 2012, by which point both bidders were asked to submit their best and final offers.

7. On 1 June 2012 it is pleasing to report that two bids were received and these are now being evaluated according to the agreed set of criteria.

8. The bids will be evaluated in line with agreed evaluation criteria that were set out in Stage 1 of the procurement process. The five broad categories being evaluated are: The Attraction; Finance; Community and Economic Benefits; Environmental Impact and how the solution fits with Nottinghamshire County Council's strategic plan.

9. An Officer Evaluation Panel will be assessing each bid and will make a recommendation to the Policy Committee meeting on 12 September 2012 regarding the potential nomination of a preferred bidder.

10. Thereafter, the timescale for developing the final scheme designs, carrying out community consultations prior to obtaining planning approval (from Newark and Sherwood District Council) and then completing the necessary on site constructions before opening will lie with the developer. No timescales for this phase of the Project have yet been finalised, as these will be dependent upon the nature of the successful bid.

### **Other Options Considered**

11. In 2008, the Council attempted the development of a new visitor centre at Sherwood through a major national lottery bid which ultimately was unsuccessful. The Council subsequently considered different design options to be funded from within its capital programme, but given the budget pressures experienced in the past two years, these options were found to be unsustainable.

### **Reason/s for Recommendation/s**

12. The recommendation is to advise the Committee of progress with the procurement process for a new operator for the Sherwood Forest Visitor Centre.

### **Statutory and Policy Implications**

13. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, sustainability and the environment and those using the service and where such implications are



material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Implications for Service Users**

14. The delivery of the Council's vision for the visitor centre would improve customer numbers and the customer experience significantly, through the establishment of a range of new and enhanced facilities.

### **Financial Implications**

15. A budget of up to £100,000 for specialist external legal advice and procurement costs to advise the Council was approved by Cabinet. This has been funded by the Council's Transformation Programme budget and from within the Culture and Community budget.
16. A key element of this proposal is that the operator will provide the majority of the capital costs, while the County Council will make a contribution from the capital programme towards the remediation of the existing NNR site and also infrastructure costs on the new site. At this stage, it is not possible to confirm the amount of capital funds required.
17. The operator will also be required to provide an income stream to the County Council.

### **Equalities Implications**

18. The delivery of the Council's vision for the Centre will improve current levels of access for those with disabilities. In addition, should the Council procure an operator for the Centre, the resultant operating agreement would require the partner to comply with all current equal opportunities related statute.

### **Human Resources Implications**

19. In the event of the Council developing contractual arrangements with an operator, the Council would comply with statute and its Human Resources policy framework in respect of the staff currently employed at the Centre.

## **RECOMMENDATION/S**

That the Committee notes:

- 1) the progress made on the procurement for an operating partner for a new visitor centre at Sherwood Forest.
- 2) that fuller details of the proposals of the preferred bidder will be brought to the Committee at the earliest possible opportunity.

**Patrick Candler**

## **Group Manager, Country Parks and Green Estate Services**

**For any enquiries about this report please contact:**

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### **Constitutional Comments (KK 11/06/12)**

20. The proposals in this report are within the remit of this Committee.

### **Financial Comments (NDR 11/06/12)**

21. The financial implications are set out in paragraphs 15 to 17 of the report.

### **Background Papers**

Report to Cabinet on 14 September 2011

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

### **Electoral Division(s) and Member(s) Affected**

All.

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## APPENDIX 1

### VISION FOR A NEW SHERWOOD FOREST VISITOR CENTRE

1. The vision for a new visitor centre/attraction is:

*To create a new visitor attraction which promotes and enhances the national and international reputation of Sherwood Forest, the legend of Robin Hood and the broader history and heritage of Nottinghamshire.*

2. Business Objectives:

- Create a new, exciting, innovative, all weather, all year round visitor and tourist attraction
- Increase visitor numbers
- Have a minimum life span of 25 years
- Have a landscape plan that is compatible with any building design
- Permit free access to the National Nature Reserve (NNR) through a safe road crossing
- Manage visitor impact on the habitat of the NNR
- Provide visitor information on the NNR, Sherwood Forest and Nottinghamshire
- Provide educational and learning facilities
- Provide car parking facilities and/or park and ride operation
- Ensure the site infrastructure can support increased visitor numbers
- Ensure that environmental and sustainable good practice is followed during the design, development and operation of the centre
- Secure the involvement of partner agencies and organisations
- Provision of facilities for NNR ranger and site management personnel and their equipment including communication facilities
- Reinvest a proportion of income to support NNR management.
- Reduce the level of capital commitment required from the County Council



**REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND CULTURE****NATIONAL WATER SPORTS CENTRE – FUTURE MANAGEMENT  
ARRANGEMENTS****Purpose of the Report**

1. The purpose of this report is to provide Members with background and an update on the current position with regard to work to secure an operating partner to manage, operate and develop the National Water Sports Centre on behalf of the Council.

**Information and Advice**

2. The National Water Sports Centre is unique in the UK in that it has a mix of world-class water sports facilities alongside a country park and community facilities on a single site. The site is made up of the following elements:-
  - a 270 acre Country Park
  - a 2000m international standard regatta lake
  - a world class canoe slalom and rafting course
  - a 130 pitch camp site
  - a newly refurbished and extended ski tow
  - a 60 bed accommodation block (currently 1\*)
  - meeting and conference rooms
  - a range of catering facilities
  - a sports hall and fitness studio
  - a young people's adventure base
3. This mix of facilities drives current business at the Centre, which can be summarised as follows:-
  - general 'pay and play' water based activities for groups and individuals. These include:-
    - water skiing and knee boarding
    - commercial rafting
  - support for the water based clubs that use the Centre's facilities for canoeing and rowing
  - hosting major sports events and elite training
  - managing the Centre's green space (entry to the site is free)
  - hosting meetings and conferences

- providing camping and accommodation services
  - providing indoor sports and fitness services
  - delivering corporate team building events.
4. The Centre is owned by the County Council. Members will recall that the County Council took back responsibility for its operational management in April 2009. Prior to this, the Centre had been leased to Sport England, which in turn sub-contracted Leisure Connections, a private sector leisure operator, to manage the site.
  5. When the Council re-assumed operational responsibility for the Centre, it negotiated a legally binding settlement agreement with Sport England for the period to April 2021. This provided:-
    - an annual revenue contribution of £500,000 from Sport England towards the running of the Centre for the financial years 2009/10 to 2012/13 inclusive
    - a one off capital contribution of £2 million from Sport England.
  6. In return, the Council was required to deliver a range of sporting outcomes and usage requirements for Centre users, elite athletes and National Governing Body activities.
  7. In recent discussions with officers, Sport England has confirmed that it will not extend its revenue support for the Centre beyond 2012/13.
  8. In the 2010/11 financial year, the operating cost of the Centre to the Council was approximately £300,000. Without the Sport England revenue contribution, the net revenue cost to the Council would have been approximately £800,000.

### **The case for change**

9. The National Water Sports Centre offers a range of high quality, largely unique facilities that cater for local, regional and national users at both community and elite levels. From an events perspective, the Centre is also well respected internationally.
10. That said, in view of the current total revenue cost of the Centre (and the anticipated increase in this to the Council from 2013 onwards) it is clear that the current business and operational model employed at the Centre is not sustainable in the medium or long term. Other significant factors also impact upon the viability of the current operating model; these include:-
  - the rising costs of maintaining the Centre's current building and facilities mix, specifically the original main building, which is not fit for purpose
  - the current major retraction in the meetings and conferencing market
  - the location of the current catering facilities - a significant distance away from the areas of highest footfall (the white water course)

- the increasing cost of managing the capital and operational risks involved with the Centre.

### **Approval of a new ambition for the Centre**

11. Following discussion with key stakeholders, including Sport England, and in the light of the operating context for the Centre set out above, on 14 September 2011 Cabinet approved a new ambition for the Centre:

*“An accessible, high quality family activity and sporting centre with an adventurous flavour set in stunning green space”*

12. Cabinet further agreed that the Council would seek an operating partner to manage and operate the Centre on the Council’s behalf, with partner selection undertaken through a ‘competitive dialogue’ procurement process. The cost of the required capital works would ideally be shared by the Council and its partner. **Appendix 1** to this report, which is the Information Memorandum circulated to all interested parties at the beginning of the procurement process, provides further detail about the procurement process.
13. To ensure the delivery of the above ambition, the Council’s procurement process is based upon the following principles:-
  - the continuing operation, at the current site, of high quality leisure provision for local community and elite use; this includes maintaining the core water based provision at the Centre
  - the retention of the overall ownership of the Centre site by the Council, but with operational management undertaken by an organisation with a proven ability to manage the Centre effectively and sustainably, so as to achieve the Council’s ambitions for it
  - the Centre’s site being retained and promoted as a community open/green space with free access
  - the future facilities and customer offer for the Centre being based upon a financially sustainable long term operational model
  - in the medium to long term, the Centre becoming revenue cost neutral to the Council.

### **Procurement Process**

14. The competitive dialogue procurement process is being used as it is designed to allow for innovation from the commercial market within a broad set of parameters. However, competitive dialogue is intensive in the time it takes for detailed dialogue with potential bidders.
15. The process followed to date includes:

- a Bidders Day in November 2011 where organisations came to listen to the Council's ambition for the National Water Sports Centre
  - submissions of pre-qualification questionnaires to ensure bidders meet the minimum financial and technical requirements of the Council
  - the establishment of a shortlist of bidders and the receipt/evaluation of Outline Solution bids.
16. The Council is currently at the Detailed Solutions stage of the procurement process. This involves extensive discussions and negotiations around financial, planning, legal and technical matters with bidders.
17. Following this stage there will be further dialogue with shortlisted bidders before they are asked to submit Final Tenders. These will be evaluated from commercial, technical and service delivery perspectives. Formal award of contract is expected in December 2012.

### **Other Options Considered**

18. As this is an information report, it is not necessary to consider other options.

### **Reason/s for Recommendation/s**

19. Procuring a third party operating partner for the Centre through the competitive dialogue process is the most cost effective and lowest risk option facing the Council in terms of achieving its ambition.

### **Statutory and Policy Implications**

20. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Implications for Service Users**

21. The delivery of the Council's vision for the Centre will improve customer numbers and the customer experience significantly, through the establishment of a range of new and enhanced facilities.

### **Financial Implications**

22. The estimated costs of the procurement process are set out below:

<b>Item</b>	<b>Cost £</b>
Warranted property packs	80,000
Internal & external legal advice	75,000
External consultant support (leisure sector specialist)	35,000



Consultation/preparation and publication of tender materials	10,000
<b>Total</b>	<b>200,000</b>

23. In addition, it is anticipated that significant further external commercial legal advice will be required as the procurement process goes through the dialogue and best and final offer stages in early-mid 2012. This advice will be key to ensuring that the final contract agreed between the Council and the successful bidder ensures best value. The maximum estimated cost of this advice will be £150,000. At the outset of the procurement process it was agreed that external legal advice and sector specialist consultancy costs will be met from the Council's Transformation Programme budget. Other costs will be met from within the Culture and Community portfolio revenue budget.
24. In capital terms, the Council has identified a sum of £1.6million (drawn from a £2million capital fund provided by Sport England in 2009) as a potential capital contribution to the redevelopment of the Centre by a third party partner. At the current stage in the procurement process, however, it is not possible to identify how much of this funding will be required, as bidders have yet to finalise their redevelopment proposals.

### **Equalities Implications**

25. The delivery of the Council's vision for the Centre will improve current levels of access for those with disabilities. In addition, should the Council procure a managing partner for the Centre, the resultant management contract would require the partner to comply with all current equal opportunities related statute.

### **Human Resources Implications**

26. In the event of the Council procuring a managing partner for the Centre, all staff at the Centre would be subject to TUPE considerations. The Council would comply with statute and its Human Resource policy framework in dealing with these considerations.

## **RECOMMENDATION/S**

- 1) That the Committee notes and comments upon the contents of this report.

**Steve Bradley**  
**Group Manager, Culture and Enrichment Service**

**For any enquiries about this report please contact:**

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### **Constitutional Comments**

27. As this report is for noting only, no Constitutional Comments are required.

### **Financial Comments (NDR 11/06/12)**

28. The financial implications are set out in paragraphs 22 to 24 of the report

### **Background Papers**

Cabinet Report 14 September 2011: Future Management Arrangements for the National Water Sports Centre

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

### **Electoral Division(s) and Member(s) Affected**

All.

C0020



Nottinghamshire  
County Council

# National Water Sports Centre

## Information Memorandum



National Water  
Sports Centre  
NOTTINGHAMSHIRE



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- Section 4: The National Water Sports Centre**
- Section 5: The procurement process and how to apply**



# Section I

## Introduction

This Information Memorandum provides supporting information regarding Nottinghamshire County Council's project to secure a management and development partner for the National Water Sports Centre through the Competitive Dialogue process.

Information contained within this document may be subject to change. Further details will be provided to bidders at the Invitation to Submit Outline Solutions (ISOS) stage.

This Information Memorandum, together with the OJEU Notice and the Pre-Qualification Questionnaire, is an invitation to the market to express an interest in bidding for this project.

## The opportunity

The National Water Sports Centre (NWSC) is situated three miles from the centre of Nottingham in Nottinghamshire. With easy access to the motorway network and excellent rail and air links the Centre is well placed to attract users and visitors from across the region, nationally and internationally.

The Centre has a mix of unique facilities of national and international significance, with elite sports provision sitting neatly alongside a rapidly expanding local community use programme and a range of commercial activities that include a large camp site, conference and accommodation facilities, white water rafting facilities and a recently refurbished water ski facility.

Nottinghamshire County Council owns and currently operates the Centre, and is now seeking to procure a partner, through the competitive dialogue process, to manage, jointly invest in and transform the Centre, so that we can achieve our ambition for the Centre to become :

***"An accessible, high quality family activity and sporting centre with an adventurous flavour set in stunning green space"***

Only bidders expressing an interest in the whole Centre site will be considered as individual or consortium bids.



# Section 2

## Key objectives

Nottinghamshire County Council's ambition for the National Water Sports Centre site is based upon the following core assumptions:



- We wish to see the continuing operation, at the current site, of high quality leisure provision for local community and elite use; this includes maintaining the core water based provision at the Centre.
- We wish to retain overall ownership of the Centre site, but wish to see its operational management undertaken by an organisation with a proven ability to manage the Centre effectively and sustainably, so as to achieve our ambitions for it.
- We wish to see the Centre's site retained and promoted as a community open/green space with free access.
- We wish to see the future facilities and customer offer for the Centre based upon a financially sustainable long term operational model.
- We seek, in the medium to long term, the Centre to become revenue cost neutral to the Council.

In delivery terms, this would mean the following facilities and events mix:

- water based facilities including a 2km regatta course, a white water course, and water skiing lake (all available at both recreational and elite user levels)
- good quality and appropriate visitor facilities
- additional income generating family focused facilities
- a country park experience
- the continuation of high profile local, national and international events at the Centre as well as broader engagement with the community



# Section 3

## The project

### Scope of the Contract

The successful bidder will be required to meet the following key objectives:

- delivering best value for money
- achieving our ambitions for the Centre
- ensuring that all legislative requirements are met.

Key issues that prospective partners may wish to consider in order to develop and inform their approach to this project include:

- the preferred contract length and type of deal structure
- capital investment proposals
- how the solution will contribute to delivery of our ambition for the Centre
- operational proposals and intended management vehicles
- added value proposals to improve the delivery of services and improve project deliverability and sustainability.

## Approach to the Agreement

The competitive dialogue procurement process provides the opportunity for both the Council and bidders to work together to develop the most appropriate solution for the Centre. We are keen to develop a contractual agreement that is outcome and output driven with the onus on the use of the operating partners' own experience, expertise and preferred methods.

We see a partnership approach as being pivotal to the success of this project and to the future exemplary management of the Centre, as this approach will best support an innovative and creative approach to the Centre's future operation and management.

We expect that the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) will apply to the project and that staff will transfer to an incoming provider. Bidders are expected to seek independent legal advice on the application of TUPE in these arrangements. Further details will be provided in the Invitation to Submit Outline Solutions (ISOS) documentation and the Descriptive Document that will form part of it.



## Key Stakeholders in the project

Throughout this project, stakeholder consultation will be an important aspect to achieving our overall ambitions. The Council will continue to engage with stakeholders as the procurement process progresses, and we expect bidders to engage with this process where appropriate. Stakeholders include:-

**Sport England**

**English Institute of Sport**

**The British Canoe Union**

**The Amateur Rowing Association**

**British Cycling Federation**

**Rushcliffe Borough Council**

**Holme Pierrepont & Gamston Parish Council**

**A range of clubs and individual users  
of site facilities**





# Section 4

## The National Water Sports Centre

### Facilities

The site is made up of the following elements:-

- a 2000m international standard regatta lake
- a world class canoe slalom and rafting course
- a 130 pitch camp site
- a newly refurbished and extended ski tow
- a 270 acre Country Park
- a 60 bed accommodation block (currently 1\*)
- meeting and conference rooms
- a range of catering facilities
- a sports hall and fitness studio
- a young people's adventure base



## Current users

Activity	April 2010 to Mar 2011	Apr 2011 to Sept 2011
Accommodation (% occupied)	47.6%	47.8%
Lake usage	63,717	42,839
White water course usage	25,232	17,534
Ski Tow cableway usage	5,914	8,017
White water rafting usage	8,068	7,173
Gym usage	15,562	10,484
Mixed water activities	1,176	3,946
Campsite usage	30,522	33,447
Servery customers	55,427	30,524
General site visitors (estimated)	294,500	221,200

Recent high profile events at the Centre have included:-

- 2009 European Canoe Slalom Championships
- 2011 Nottingham Race for Life
- 2011 Outlaw Triathlon
- 2011 National Rowing Championships
- 2011 National Schools Regatta
- 2011 British Dragon Boat Regatta
- 2011 British Universities and Colleges Regatta
- 2011 British Canoe Union Sprint Regatta
- 2011 British Student Rodeo (freestyle kayaking)
- 2011 Great Notts Bike Ride
- 2011 Red Bull Rapids Event

## Operation

The Council has operated the Centre since April 2009. The Centre generates approximately £1.5 million of income per annum from its broad range of activities. This income is currently supplemented by an annual grant from Sport England of £500k which ceases after the 2012/13 financial year. In the 2010/11 financial year the operating cost of the Centre to the Council was approximately £300k.

# Section 5

## The procurement process and how to apply

### The Tender Process to Date

On 31 October 2011 an Official Journal of the European Union (OJEU) notice (the "OJEU Notice") seeking expressions of interest from potential partners will be published.

This Information Memorandum and Pre-Qualification Questionnaire ("PQQ") has been forwarded to interested parties and the Pre-Qualification Questionnaire is due for return by **5pm on 2 December 2011** through the Council's electronic tendering system. Responses submitted after this date and time will be disregarded.

Should applicants have any questions regarding the Pre-Qualification process or the information provided, please submit them through the electronic tendering system [eu-supply.com](http://eu-supply.com)

Nottinghamshire County Council will evaluate responses to the Pre-Qualification Questionnaire under the following criteria:

- **Bidder Acceptability** - the status of the bidder in relation to Regulation 23 of the Public Contracts Regulation 2006.
- **Financial and Economic Standing** - the bidder must be in a sound financial position to participate in a procurement of this size as set out in Regulation 24 of the Public Contracts Regulations 2006.
- **Technical Capability and Ability** - this will include an assessment of each bidder's current approach to providing comparable works and services to those required. This includes facilities management, the successful delivery of large scale capital projects and quality assurance.
- **Health and Safety.**
- **Equal opportunities.**
- **Environmental management.**





## Competitive Dialogue

As required by the Public Contracts Regulations 2006, NCC will assess the tenders received during the dialogue phase on the basis of the award criteria specified in the tender documentation and will award the Agreement to the bidder submitting the most economically advantageous tender.

The weightings applicable to these criteria, and which will be used at each successive stage of dialogue, will be set out in detail in the ISOS.

The Council's initial expectation is that a maximum of 5 bidders will be selected at the Pre-Qualification stage to receive the ISOS and participate in the competitive dialogue process. The final number will be determined by the distribution of scores and any gaps between the scores resulting from the PQQ evaluation according to the criteria mentioned above. The number of bidders will then be gradually reduced as we progress through the competitive dialogue process. The broad detail of how the procurement process will be conducted is set out below.

Competitive dialogue is designed to confer a significant degree of freedom on the Council in the way it carries out the dialogue. The aim is to enable us to discuss all aspects of the project with bidders so that a solution is reached that is capable of satisfying our needs and requirements and represents best value for money. However, more details on the structure of the dialogue will be set out in the ISOS, Invitation to Submit Detailed Solutions (ISDS) and Invitation to Submit Final Tenders (ISFT)

The Council envisages that the dialogue phase will consist of two distinct stages – the Invitation to Submit Outline Solutions (ISOS) and the Invitation to Submit Detailed Solutions (ISDS). However, Nottinghamshire County Council reserves the right to include further stages where necessary during the dialogue phase. All stages of the dialogue will be evaluated on the basis of pre-determined award criteria which will be provided in the tender documentation. The broad detail of how the dialogue phase will be conducted is set out below.



## Invitation to Submit Outline Solutions (ISOS)

The first stage will commence with issuing the ISOS documentation including the Descriptive Document to the long-listed bidders who have been selected at PQQ stage.

The ISOS will include a series of questions designed to assess the strength and suitability of each bidder's high-level proposals and preferred approach. In order to reduce bidders' time and resource requirements at this stage of the process, there will be a limit to the length of bidders' responses to each question. Clarification meetings may be held with each long-listed bidder during this stage. Following the meetings, the scores previously given for the written responses will be reviewed and, where necessary, adjusted according to the ISOS evaluation criteria.

Bidders will then be short-listed, and those short-listed will be notified that they are being taken forward to the next, more detailed stage of the dialogue.

## Invitation to Submit Detailed Solutions (ISDS)

The second stage of the dialogue phase will commence with the issue of the ISDS. The ISDS will provide additional details regarding bid requirements and will assist the competitive dialogue process to be undertaken as part of this stage. The ISDS will clearly detail the approach to the contract, processes and timelines for bidding based on the outcomes of the ISOS stage. The ISDS will also include a draft agreement, services specification and evaluation criteria. In their tender response bidders will be asked to submit the following outputs:

- a detailed and fully priced response
- operational method statements
- a mark-up to the draft Agreement provided and associated schedules, including Services Specification
- appropriate design and build proposals.

During the dialogue process, to ensure that bidders have interpreted the Council's requirements correctly and to allow the Council to engage with bidders to help develop their solutions to best meet our needs, bidders will be invited to dialogue meetings with key Council officers and their advisors. These meetings will address, amongst other matters, the following key dialogue topics and bid criteria:

- service issues
- commercial issues
- appropriate technical issues.

Bidders will be able to refine their proposals throughout the dialogue process with a view to building up their tender submission in response to the Council's requirements.

## Invitation to Submit Final Tenders (ISFT)

If required, further dialogue will be entered into with short-listed bidders. Once the Council is confident that it will receive tenders capable of meeting its needs, it will formally close the dialogue phase and invite the remaining bidders to submit their fully developed Final Tender proposals.

Once the Final Tenders are received, there may need to be a period for clarifying and fine-tuning the detail of the Final Tenders with the bidders. Once clarification and fine-tuning has taken place, the Final Tenders will be evaluated.

## Phase Three – Preferred Partner/ Award of Agreement

The final phase of the procurement process involves the formal award of Agreement and undertaking the necessary preparations for the commencement of the Agreement.

Once the preferred partner is selected, the Council will undertake clarification and confirmation of commitments with the partner. Once all issues are agreed, the Agreement will be awarded to the preferred partner subject to the Council's formal decision making and scrutiny processes. Unsuccessful Bidders will be notified and the Council will implement a ten-day standstill period prior to Agreement signature.



## Timetable

It should be noted that all dates in the timetable below are indicative (except where a key stage has already been completed) and it is anticipated that the outcomes of the ISOS stage will shape the timetable for the remainder of the procurement process. As such the Council reserves the right to vary this timetable and will notify interested parties if it does so.

Key stage	Estimated completion date
OJEU Notice published	31 October 2011
Memorandum of Information and Pre-Qualification Questionnaire (PQQs) issued	31 October 2011
Bidders Open Day	14 November 2011
PQQs submitted	2 December 2011
Evaluate PQQs and select shortlist of Bidders	9 December 2011
Issue Descriptive Document and Invitation to Submit Outline Solutions (ISOS)	9 January 2012
Dialogue and clarification	9 January - 17 February 2012
Closing date for ISOS submissions	17 February 2012
Evaluate and clarification of ISOS submissions	9 March 2012
Select shortlist of Bidders for ISDS stage	16 March 2012
Issue Invitation to Submit Detailed Solutions (ISDS)	19 March 2012
Dialogue and clarification	19 March - 4 May 2012
Closing date for ISDS submissions	4 May 2012
Evaluate and clarification of ISDS submissions and select shortlist of Bidders for Final Tender stage	15 June 2012
Further Dialogue with shortlisted Bidders	15 June - 29 June 2012
Formally conclude dialogue and issue ITSFT	6 July 2012
Closing date for Final Tender submissions	3 August 2012
Evaluation of Final Tender responses	14 September 2012
Selection of preferred Partner	21 September 2012
Clarification and confirmation of commitments	9 November 2012
Contract Award, Alcatel Period and Contract Signature	3 December 2012
Implementation Period	3 March 2013
Contract Start Date	4 March 2013

## Bidders' Open Day

A Bidders' Open Day will be held to enable potential bidders to speak to the Council and acquire further information in order to further determine their interest in the project.

The Council will give an introductory presentation on the project, highlighting the overarching aims and scope of the project, and providing background information on the Centre. This will include a tour of the Centre. Key project personnel from the Council will be present to answer questions and queries.

The Bidders' Open Day will take place on **14 November 2011** starting at 10.30am at the National Water Sports Centre. Please confirm your attendance by registering at [www.nottsc.gov.uk/invest](http://www.nottsc.gov.uk/invest)

The Council will arrange an additional day, if requested, for potential bidders to tour the site. If bidders are interested they should submit their request through the electronic tendering system [eu-supply.com](http://eu-supply.com) after the Bidders' Open Day.

Bidders are requested not to visit the site without prior agreement from the Council, and must be sensitive to the staff and users when visiting the Centre. The Council reserves the right to withdraw consent to any site visit at any time

### The Project Team and Advisors

In order to take the project forward, the Council has developed a committed project team. The lead project team is detailed below.

Name	Position	Role in Project
Derek Higon	Service Director – Youth, Families and Cultural Services	Project Sponsor
Steve Bradley	Head of Service for Sports, Arts and Tourism	Senior Responsible Officer
Craig Elder, Anja Beriro	External Project Support	Project Advisors - Legal
Andy Farr / Emma Madden	External Project Support	Project Advisors – Leisure and Finance
Graeme Beaumont	Relationship Manager – Facilities and Planning	Sport England Advisor
Steve Littler	Category Manager	Procurement Lead
Patrick Robinson	Group Manager – Property	Property Advisor
Glen Bicknell	Accountant	Capital Finance Advisor
Mawa Sall	Project Manager – Service Reviews	Project Manager

Additional supporting advisors will also form part of the project team where necessary.



# Management of Procurement Process

The Council will conduct the procurement process in such a way as to ensure:

- value for money and affordable bids are received
- probity and accountability in the procurement process is achieved
- compliance with the requirements of the Public Contracts Regulations 2006 (the "Regulations") and general procurement principles. These require the procurement to be carried out
  - with transparency;
  - with fairness between bidders;
  - without discrimination between bidders; and
  - in accordance with the procedural requirements of the Regulations
- compliance with the formal decision making processes of the Council.

## Disclaimer

The information contained in this Information Memorandum is presented in good faith and does not purport to be comprehensive or to have been independently verified.

Neither Nottinghamshire County Council nor any of their advisers accept any responsibility or liability in relation to its accuracy or completeness or any other information which has been, or which is subsequently, made available to any potential bidders or any of their advisers, orally or in writing or in whatever media.

Interested parties and their advisers must therefore take their own steps to verify the accuracy of any information that they consider relevant. They must not, and are not entitled to, rely on any statement or representation made by the Council or any of their advisers.

This Information Memorandum is intended only as a preliminary background explanation of the Council's plans for the National Water Sports Centre and is not intended to form the basis of any decision on the terms upon which the Council will enter into any contractual relationship.

Nottinghamshire County Council shall not be obliged to appoint any of the bidders, and reserves the right not to proceed with the procurement, or any part thereof, at any time. In no circumstances will the Council be responsible to bidders for any of their costs or expenses incurred as a result of or in connection with this procurement unless and to the extent expressly agreed in writing by the Council at its sole discretion.

Nothing in this Information Memorandum shall be relied upon as a promise or representation as to any decision made by any individual or collective in relation to the procurement. No person has been authorised by the Council or its advisers or consultants to give any information or make any representation not contained in this Information Memorandum and, if given or made, any such information or representation shall not be relied upon as having been so authorised.

Nothing in this Information Memorandum or any other pre-contractual documentation shall constitute the basis of an express or implied contract that may be concluded in relation to the procurement of the Centre, nor shall such documentation/information be used in construing any such contract. Each bidder must rely on the terms and conditions contained in any contract when, and if, finally executed, subject to such limitations and restrictions that may be specified in such contract. No such contract will contain any representation or warranty in respect of the Information Memorandum or other pre-contract documentation.

In this section, references to this Information Memorandum include all information contained in it and any other information (whether written, oral or in machine-readable form) or opinions made available by or on behalf of the Council or any of their advisers or consultants in connection with this Information Memorandum or any other pre-contract documentation

## Data Room

The Council will provide an online Data Room which will be available exclusively to bidders. Details of how to access the Data Room will be provided with the ISOS.

The information provided in the Data Room has been prepared by the Council in good faith but does not purport to be comprehensive or to have been independently verified. Bidders should not rely on the information contained within the Data Room and should carry out their own due diligence checks and verify the accuracy of such information. Nothing in the Data Room is or shall be a promise or representation as to existing or future circumstances.

The Council reserves the right to supplement and amend information at any time during the bidding process. Bidders will be advised of any changes.

## Collusion and Canvassing

Each bidder must neither disclose to, nor discuss with any other bidder (whether directly or indirectly), any aspect of any response to any of the procurement documents.

Each potential bidder and bidder must not canvass or solicit or offer any gift or consideration whatsoever as an inducement or reward to any officer or employee of, or person acting as an adviser to Nottinghamshire County Council, in relation to the procurement of the partner for the National Water Sports Centre.

# Where to find us



## National Water Sports Centre

NOTTINGHAMSHIRE

National Water Sports Centre,  
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Holme Pierrepont,  
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NG12 2LU



Nottinghamshire  
County Council

### Contacting us

email  
post

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**REPORT OF CORPORATE DIRECTOR, POLICY, PLANNING AND  
CORPORATE SERVICES****WORK PROGRAMME****Purpose of the Report**

1. To consider the Committee's work programme for 2012/13.

**Information and Advice**

2. The County Council requires each committee to maintain a work programme. The work programme will assist the management of the committee's agenda, the scheduling of the committee's business and forward planning. The work programme will be updated and reviewed at each pre-agenda meeting and committee meeting. Any member of the committee is able to suggest items for possible inclusion.
3. The **attached** work programme has been drafted in consultation with the Chairman and Vice-Chairman, and includes items which can be anticipated at the present time. Other items will be added to the programme as they are identified.
4. As part of the transparency introduced by the new committee arrangements, committees are expected to review day to day operational decisions made by officers using their delegated powers. It is anticipated that the committee will wish to commission periodic reports on such decisions. The committee is therefore requested to identify activities on which it would like to receive reports for inclusion in the work programme.
5. It is also expected that the committee will receive regular reports on outside bodies. Administration Committee, which has overall responsibility for outside bodies, decided on 28 May 2012 that the following outside bodies should report to this committee:

Arts Partnership Nottingham  
Cresswell Heritage Trust  
Experience Nottinghamshire  
Greenwood Community Forest Partnership  
Nottingham Playhouse Board  
Nottingham Playhouse Trust

In addition, the committee will receive reports on

Sherwood Forest Trust and Sherwood Forest Regional Park.

The committee is requested to consider the frequency of reports from these outside bodies.

6. To support the committee's development of areas of critical interest, a programme of visits is being organised for committee members to key elements of the Council's cultural services portfolio. The visits will allow members the opportunity to meet staff and customers, and could be organised either on a geographical or service basis. A tour of National Water Sports Centre will take place at the conclusion of this meeting.

### **Other Options Considered**

7. None.

### **Reason for Recommendations**

8. To assist the committee in preparing its work programme.

### **Statutory and Policy Implications**

9. This report has been compiled after consideration of implications in respect of finance, equal opportunities, human resources, crime and disorder, human rights, the safeguarding of children, sustainability and the environment and those using the service and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **RECOMMENDATION/S**

That:

- 1) the committee's work programme be noted, and consideration be given to any changes which the committee wishes to make;
- 2) the committee indicate the frequency of reports from the outside bodies listed above.

**Jayne Francis-Ward**

**Corporate Director, Policy, Planning and Corporate Services**

**For any enquiries about this report please contact:**

Martin Gately  
Democratic Services Officer  
T: 0115 9772826

### **Constitutional Comments (HD)**

13. The Committee has authority to consider the matters set out in this report by virtue of its terms of reference.

### **Financial Comments (PS)**

14. There are no financial implications arising directly from this report.

### **Background Papers**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

### **Electoral Division(s) and Member(s) Affected**

All.





## **CULTURE COMMITTEE - WORK PROGRAMME**

<b><u>Report Title</u></b>	<b><u>Brief summary of agenda item</u></b>	<b><u>Lead Officer</u></b>
<b>4 September 2012</b>		
Cultural Services capital projects	Update report on key projects	Derek Higton
Complaints	Quarterly monitoring report	Derek Higton
Sherwood Forest Visitor Centre	Details of proposals of preferred bidder	Derek Higton
<b>2 October 2012</b>		
Libraries Strategy	Six monthly monitoring report	Peter Gaw
Historic Environment Record	To provide Members with information on the County's Historic Environment Record and seek endorsement for future working relationships with other Local Planning Authorities	Sally Gill
Local Improvement Schemes Heritage and Conservation Projects	Update report on Year 9 projects	Sally Gill
Archives Plan	Seeking approval for the Archives Plan	Peter Gaw
West Bridgford New Library Project Update	Update report and approval for establishment of a 1 fte Library Building Officer	Peter Gaw
Communications update		Sarah Bailey
<b>30 October 2012</b>		
Initial committee budget proposals 2013/14		Derek Higton
Cultural Strategy	Six monthly monitoring report	Patrick Candler
National Water Sports Centre – future management arrangements	Details of proposals of preferred bidder	Derek Higton
Libraries Digital Skills Project		Peter Gaw
Archives Acquisitions Policy	Revision to policy	Peter Gaw
Grizzled Skipper Project	Interim report on SITA funded Grizzled Skipper project	Sally Gill
Communications update		Sarah Bailey
<b>27 November 2012</b>		
Performance Monitoring report	Six monthly performance monitoring report for Key	Derek Higton/Sally Gill

<b><u>Report Title</u></b>	<b><u>Brief summary of agenda item</u></b>	<b><u>Lead Officer</u></b>
	Performance Indicators	
Complaints	Quarterly monitoring report	Derek Higton
Community Archaeology	To provide an update on Community Archaeology projects	Sally Gill
Seasonal Canine Illness	For response to scrutiny/Cabinet recommendations	Patrick Candler
Communications update		Sarah Bailey
<b>8 January 2013</b>		
Communications update		Sarah Bailey
<b>5 February 2013</b>		
Complaints	Quarterly monitoring report	Derek Higton
Fees & Charges – Libraries, Archives & Information	Annual determination	Peter Gaw
Fees & Charges – Country Parks and Green Estate	Annual determination	Patrick Candler
Partnership funding to Creswell Crags Heritage Trust 2013/14	Annual determination	Patrick Candler
Committee budget		Derek Higton
Communications update		Sarah Bailey
<b>5 March 2013</b>		
Revisions to library opening hours		Peter Gaw
Adult & Community Learning Service Priorities	Annual report to set priorities	Peter Gaw
Trent Vale Landscape Partnership	To report on the achievements of the Heritage Lottery funded Trent Vale Landscape Partnership project	Sally Gill
Communications update		Sarah Bailey
<b>26 March 2013</b>		
Biodiversity Offsetting Pilot Project	To provide Members with a Year 1 report on progress with the national Biodiversity Offsetting pilot project	Sally Gill
Communications update		Sarah Bailey

<b><u>Report Title</u></b>	<b><u>Brief summary of agenda item</u></b>	<b><u>Lead Officer</u></b>
<b>April 2013 date tbc</b>		
Cultural Strategy	Six monthly monitoring report	Patrick Candler
Libraries Strategy	Six monthly monitoring report	Peter Gaw
Communications update		Sarah Bailey
<b>May 2013 date tbc</b>		
Performance Monitoring report	Six monthly performance monitoring report for Key Performance Indicators	Derek Higton/Sally Gill
Complaints	Quarterly monitoring report	Derek Higton
Communications update		Sarah Bailey
<b>To be placed</b>		
Budget monitoring	Quarterly reports	Derek Higton
Final committee accounts – 2011/12	Final accounts for those services reporting to Culture Committee	Neil Robinson
Sport England Youth & Community Strategy		Steve Bradley
Green Estate Management Plan	Seeking approval for the Plan	Patrick Candler
Sports and Arts Development Plan	Seeking approval for the Plan	Steve Bradley

