

## **Culture Committee**

**Tuesday, 03 June 2014 at 10:30**

**National Water Sports Centre, Adbolton Lane, Holme Pierrepont, Nottingham  
NG12 2LU, [Venue Address]**

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### **AGENDA**

- 1 To note the Appointment at the Annual Meeting of the Chairman and Vice-Chairman of the Committee
- 2 To note the Membership of the Committee
- 3 Minutes of the last meeting held on 6 May 2014 3 - 6
- 4 Apologies for Absence
- 5 Declarations of Interests by Members and Officers:- (see note below)  
(a) Disclosable Pecuniary Interests  
(b) Private Interests (pecuniary and non-pecuniary)
- 6 Service Update 14 April to 11 May 2014 7 - 10
- 7 Libraries, Archives, Information and Community Learning Services - Future Operating Model 11 - 22
- 8 Update on the Development of Community Partnership Libraries 23 - 26
- 9 National Water Sports Centre Progress Report - One Year On Contract Review 27 - 34
- 10 First World War Centenary Commemoration Update 35 - 44
- 11 Secondment of the Sports Service Team into the County Sports Partnership 45 - 52

12	Southwell Library Opening Hours	53 - 56
13	Work Programme	57 - 60

## **Notes**

- (1) Councillors are advised to contact their Research Officer for details of any Group Meetings which are planned for this meeting.
- (2) Members of the public wishing to inspect "Background Papers" referred to in the reports on the agenda or Schedule 12A of the Local Government Act should contact:-

Customer Services Centre 0300 500 80 80

- (3) Persons making a declaration of interest should have regard to the Code of Conduct and the Council's Procedure Rules. Those declaring must indicate the nature of their interest and the reasons for the declaration.

Councillors or Officers requiring clarification on whether to make a declaration of interest are invited to contact Martin Gately (Tel. 0115 977 2826) or a colleague in Democratic Services prior to the meeting.

- (4) Councillors are reminded that Committee and Sub-Committee papers, with the exception of those which contain Exempt or Confidential Information, may be recycled.
- (5) This agenda and its associated reports are available to view online via an online calendar - <http://www.nottinghamshire.gov.uk/dms/Meetings.aspx>

Meeting      Culture Committee

Date          6 May 2014 (commencing at 10.30 am)

**Membership**

Persons absent are marked with an 'A'

**COUNCILLORS**

John Knight (Chairman)  
Alan Bell (Vice-Chairman)

Pauline Allan  
Chris Barnfather  
John Clarke  
John Cottee  
Maureen Dobson

Kate Foale  
Alice Grice  
Roger Jackson  
Jason Zadrozny

**OFFICERS IN ATTENDANCE**

David Forster	- Planning Policy and Corporate Services
Derek Higton	- Service Director Youth, Families and Cultural Services
Sally Gill	- Group Manager Planning
Peter Gaw	- Group Manager Libraries, Archives & Information
Steve Bradley	- Group Manager Cultural and Enrichment Services
Malcolm Hackett	- Greenwood & Conservation Project Leader
Philippa Milbourne	- Business Support Assistant - CFCS

**MINUTES OF THE LAST MEETING**

The minutes of the meeting held on 13 February 2014, having been circulated to all Members, were taken as read and were confirmed and signed by the Chairman.

**COMMITTEE MEMBERSHIP**

The Clerk to the Committee reported orally that Councillors Kate Foale and Jason Zadrozny had been appointed to the Committee in place of Councillors Sybil Fielding and Tom Hollis respectively for this meeting only.

**APOLOGIES FOR ABSENCE**

None

## **DECLARATIONS OF INTEREST**

Councillor Pauline Allan declared a private pecuniary interest in agenda Item 6 – Creation of a New Temporary Part-Time Janitor Post at Bestwood Country Parks on the grounds she knows the candidate personally.

## **SERVICE UPDATE FOR PERIOD 10 MARCH TO 13 APRIL 2014**

### **2014/019**

That the update on the range of initiatives being undertaken to improve and enhance the quality of life for Nottinghamshire people be noted.

## **PERFORMANCE REPORTING 2013/14**

### **RESOLVED 2014/020**

That the performance of the Council's cultural services during the period 1 April 2013 – 31 March 2014 be noted.

## **CREATION OF A NEW TEMPORARY PART TIME JANITOR POST AT BESTWOOD COUNTRY PARK**

Following her declaration of interest at the commencement of the meeting Councillor Pauline Allan left the room whilst discussions and voting took place.

### **RESOLVED 2014/021**

That approval is given for the establishment of a temporary part time janitor post at Bestwood Country Park.

Councillor Pauline Allan returned to the meeting

## **MAINTAINING CUSTOMER SERVICES STANDARDS FOR CATERING AND HOSPITALITY AT COUNTRY PARKS**

### **RESOLVED 2014/022**

That approval be given for four temporary full time catering supervisor posts at Rufford Abbey Country Park and Sherwood Forest Country Park, up to 31 March 2015.

## **GREENWOOD COMMUNITY FOREST**

### **RESOLVED 2014/023**

That the report be noted.

**SHERWOOD FOREST REGIONAL PARK BOARD**

**RESOLVED 2014/024**

That the report be noted

**WORK PROGRAMME**

**RESOLVED 2014/025**

That the work programme be noted

The meeting closed at 11.25 pm

**Chairman**



**REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND CULTURE****SERVICE UPDATE FOR THE PERIOD 14 APRIL TO 11 MAY 2014****Purpose of the Report**

1. To update the Committee on a range of initiatives being undertaken to improve and enhance the quality of life for Nottinghamshire people.

**Information and Advice****LIBRARIES, ARCHIVES, INFORMATION AND COMMUNITY LEARNING****ACLS Family Learning - National Exemplars of Good Practice**

2. On 14 April 2014 an Ofsted Inspector visited ACLS to gather evidence for a case study on the ACLS Family Dr Who course which will appear on the Ofsted website as a national example of good practice.
3. ACLS had successfully submitted an application to NIACE (the National Institute for Adult and Continuing Education) to participate in the latest round of Ofsted thematic inspections focused on the contribution of family learning provision in raising children's educational attainment in schools and early years settings. Previous ACLS family learning work - especially the contribution to the 'Closing the Gap' initiative - had demonstrated that work with parents can also help to engage children in learning more effectively.
4. Nationally over 40 submissions were made to be involved in Ofsted visits to become examples of good practice on the Ofsted website but only 10 examples were selected. ACLS successfully submitted two courses – Family BLOODHOUND and Family Dr Who.
5. The Family Dr Who and the Family BLOODHOUND are STEM (Science, Technology Engineering and Mathematics) courses which use subjects that interest both adults and children to embed STEM topics. As examples, Family Dr Who includes making a working model Dalek with electrical circuits for lights and Family BLOODHOUND explores the science behind the exciting Bloodhound project to build the fastest car in the world.
6. Family BLOODHOUND has been selected to be visited by a consultant at the start of June in order that a case study on this course model can be written as an example of innovative family learning delivery in schools and feature on the NIACE website.

## **World Book Night**

7. Libraries participated in the national celebration of reading, World Book Night, on 23 April. As well as 26 libraries acting as pick up points for members of the public who applied to be book givers, a fantastic Girls' Night Out was held at Worksop Library. Library staff and Councillor Knight also visited Nottingham Forest Football Club, gifting some books to Academy and Community Project players. World Book Night is managed nationally by the Reading Agency and aims to raise the profile of reading for pleasure through a series of celebratory events, bring communities together and place books in the hands of those who might not regularly read.

## **Changes to management arrangements for the Arts Service**

8. Following a review of management arrangements across the Culture portfolio, the Community Arts Service will move into the Libraries, Archives, Information and Learning (LAI&L) group of services. The Team Manager, Arts and Sports, will report to the Group Manager, LAI&L. Strategic management of the Community Sports Service will be managed by the Group Manager, Culture and Enrichment Services

## **COUNTRY PARKS AND GREEN ESTATES**

9. After a cool and rainy February and March, the Easter half term break launched the main visitor season with brisk trading and high visitor numbers at our country parks.
10. Commercial (catering and retail) services were exceptionally busy over the school holidays. The second week of the holidays (w/e 20/04/14) was the best ever Easter trading week with takings of £92,000.
11. At Rufford Abbey the Easter Trail – a low cost family entertainment – proved popular, with around 3,200 trails sold.
12. Sherwood Forest Country Park commemorated the Diamond Jubilee of being created a Site of Special Scientific Interest. A variety of events, from bushcraft for kids to a willow weaving workshop, stressed the importance and fun of woodland and the outdoors.
13. The last weekend of April saw the first of three major living history weekends at Rufford Abbey. A multi period event featured displays of many eras, from the Romans to the modern British army. The event was largely self-financed via 60 trade stands for historical re-enactors, housed in the park's summer marquee, and attracted over 4,000 visitors.
14. Meanwhile, at Bestwood Country Park, the Winding Engine House, which is shown to the public by a dedicated group of community volunteers, had its first opening of the year on Saturday 19 April. A community café in the park's restored Dynamo House provides teas and light refreshments. This is staffed by the Friends of Bestwood Country Park, and is much appreciated by visitors.



### ***Rethinking Parks National Initiative: Sparks 4 Parks***

15. Officers in the Country Parks and Greenspace Team recently bid for a high profile "one off" funding opportunity organised by NESTA and The Heritage Lottery Fund. This is part of a national initiative called "Rethinking Parks."
16. Nesta is "a national charity with a mission to bring great ideas to life." It works with Government and national organisations to foster creative thinking. The challenge thrown down by Nesta was to find "*innovative ideas to fund public parks in the future.*"
17. The Team's project idea was to create a new online software tool to help park and greenspace managers nationally to assess the potential of their sites for energy generation and thus create new income potential. The project is called Sparks 4 Parks.
18. A partnership with the University of Nottingham has been formed as they are one of the leading specialists in renewable and alternative energy and one of the top six English universities for links with industry. The Jubilee campus is home to the International Centre for Sustainable Energy and one of the lowest carbon buildings in the country.
19. If the bid is successful, the University will create a new expert post within their Engineering faculty to develop the software tool and the Team will provide the "real life" green sites on which to test it - the 1,700 hectares of Nottinghamshire greenspace that the County manages.
20. NCC does not have to contribute any match funding, just a modest amount of officer time.

### ***Progress so far***

21. From hundreds of applications from parks around Britain, the Country Parks and Greenspace Team was one of 28 teams invited down to the NESTA headquarters in the City of London before Easter to present their idea and take part in an ideas workshop.
22. The Team was then tasked with working up the proposal into a full bid within just three weeks and this has been submitted. Only ten projects will be chosen and the maximum award will be £100,000 to each successful partnership. The top ideas will feature on NESTA's innovation website.

### ***What will be gained?***

23. Whether the bid succeeds or fails, the project has stimulated the service to think more creatively about the future budget challenges facing the County Council. The service also has the benefit of a new partnership with one of the leading local universities.
24. Part of the full bid was to explain the idea in a three minute video. This was filmed by Nottinghamshire video company BesQ, based in Warsop, and will be shown at the Committee meeting.

## **RECOMMENDATION**

- 1) That the update on a range of initiatives being undertaken to improve and enhance the quality of life for Nottinghamshire people be noted.

**Derek Higton**  
**Service Director, Youth, Families and**  
**Culture**

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C0426



**REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND CULTURE**  
**LIBRARIES, ARTS, ARCHIVES, INFORMATION AND COMMUNITY**  
**LEARNING SERVICES: FUTURE OPERATING MODEL**

**Purpose of the Report**

1. To invite Members of the Committee to comment on and note the development of a business case for establishing an arm's length operating model for Libraries, Arts, Archives, Information and Community Learning services. This report will be accompanied by a presentation at the meeting, providing further information.

**Information and Advice**

2. This report provides summary level information regarding the establishment of an arm's length operating model for Libraries, Arts, Archives, Information and Community Learning Services. Further information is provided in **Appendix 1** and in the officer presentation to accompany this report that will be delivered at the meeting.
3. The Libraries and Archives outline business case, as approved by Full Council at its February 2014, aims to retain a sustainable network of libraries and enable the County Council to fulfil its statutory and legal duties in relation to public libraries and archives.
4. In year 3 (2016/17) of the business case it is proposed to move the Service to an arm's length operating model to generate immediate savings (£300-400,000 per annum) from reduction in business rates.
5. In addition, there are a number of advantages to establishing trust/social enterprise status, which can be achieved whilst enabling the Council to retain control and accountability of its public libraries and associated services, through a detailed service specification and contract.
6. These additional advantages include:
  - active engagement of stakeholders / customers
  - co-operative style membership – public / staff
  - enterprise dividend/ commercial freedoms
  - increased eligibility for grant funding
  - long term service sustainability
  - services more responsive to users needs
  - strengthened community engagement.

7. A number of UK public library, archive and adult learning services are operated at arm's length; these include:
  - Suffolk Libraries – Industrial Provident Society
  - Luton Culture – Charitable Trust
  - Wigan Leisure and Culture - Charitable Trust
  - Warrington Livewire – Community Interest Company
  - Aspire Sussex – Charitable Trust
  - Explore York (Libraries and Archives) – Community Benefit Society
8. Several other councils are currently actively progressing a form of arm's length model for their library and archive services, including Kent County Council – Libraries, Registration and Archives.
9. Arm's length management arrangements have previously also been established by the County Council, including Nottingham and Nottinghamshire Futures and the National Water Sports Centre (Holme Pierrepont Leisure Trust).
10. The process of moving a service to an arm's length model is generally estimated to take between 18 and 24 months. A range of factors and issues need to be agreed before any new arrangement can be implemented and these include:
  - establishing a Council specification and contract for services
  - creating an effective governance structure
  - selecting and establishing the new legal entity
  - establishing management arrangements for property / finance / ICT matters
  - ensuring service continuity and resilience
  - determining staffing terms and conditions / pensions
  - resolving the arm's length body's use and disaggregation of central support services.
11. The Council's improvement programme through the Cultural Service Transformation Board is supporting the consideration of moving to an alternative operating model.
12. The Cabinet Office, through its mutualisation support programme, is providing specialist support to enable the creation of mutual organisations to become 'mutual ready' to deliver public services. This support has a value of up to £100,000.
13. The County Council will retain its statutory or legal duties to provide a public library service and make proper arrangements for its archives.
14. The Council will continue to set service standards and overall priorities through the development of a service specification, key performance measures and the letting of a formal contract to the new body.
15. Buildings, bookstock and the archives and other key assets will remain in the ownership of the County Council. The new body will not be able to dispose of assets unless agreed with the County Council.

16. Community Partnership Libraries established that require ongoing support will be included within the contract between the Council and the new body.

### **Other Options Considered**

17. No other options have been considered.

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

18. Nottinghamshire County Council faces unprecedented financial challenges and thus further savings will be required. The business case identifies that an arm's length operating model provides an opportunity to sustain the benefits and opportunities Libraries, Archives, Arts and Community Learning provide for people and communities in Nottinghamshire.

### **Statutory and Policy Implications**

19. This report has been compiled after consideration of implications in respect of finance, public sector equality duty, 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**

20. The development of an alternative operating model would increase customer engagement. The Council will continue to decide the delivery model, standards and overall priorities of the services through its contract with the new body. A detailed process of stakeholder, customer and community consultation will be required in the formation of the alternative operating arrangements.

### **Financial Implications**

21. The move to an alternative form of governance through the formation of an arm's length body will enable the service to make the proposed level of savings in 2016/2017.
22. Work is underway to establish and quantify the relevant set up costs, but they are not known at this time. It is anticipated that some of the requirements are likely to be met from the mutualisation support programme of the Cabinet Office, with the balance being met from within existing resources within the Departmental budget. If, once quantified, any residual costs after use of the mutualisation fund cannot be met from the Departmental budget, approval will be sought to access corporate contingencies.
23. Increased access to grant funding will be facilitated once the service is not directly delivered by the County Council.

## **RECOMMENDATION/S**

That:

- 1) Members of the Committee comment on the development of the business case for establishing an arm's length operating model for Library, Archive, Arts, Information and Community Learning services
- 2) the report be noted.

**Derek Higton**  
**Service Director, Youth, Families and Culture**

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

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### **Constitutional Comments (NAB 20/05/14)**

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

### **Financial Comments (KLA 14/05/14)**

25. The financial implications of the report are set out in paragraphs 24 to 26 above.

### **Background Papers and Published Documents**

Libraries and Archives Business Case B13 – report to Full Council on 27 February 2014

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.

C0423

### Business Case – Answers to key questions

#### Why is this service better as arm's length organisation than an in-house service – what are the benefits of doing this?

There are various benefits of moving to an arm's length operating model.

**Financial** – this approach allows for the development and delivery of sustainable quality assured services through exploiting financial resources in the following ways:

- The new model can register as a charity, thus enabling savings to be made on business rates through NNDR rate relief
- the service can access new external sources of funding as a charity and a non local authority which aren't currently available to the service
- savings can be made on reducing central and overhead charges
- the service can be more entrepreneurial, pursuing sponsorship, donations and other forms of income generation
- the ability to bid for grant funding currently not available to local authorities
- savings can be made by varying terms and conditions of new staff

#### Staff

- increased engagement with staff through new governance arrangements
- a more direct voice / share in running their organisation
- enabling devolved decision making according to community profile and need
- retaining, recruiting and releasing talent
- providing role and skills development opportunities for a stable cohort of staff
- provide new work environments and job opportunities

#### Customers and Volunteers

- increased community engagement, voice and ownership through new governance arrangements allowing for direct input at local/ board level
- additional opportunities to volunteer and support a local service
- sharing of specialist knowledge through support in kind (via board or membership)
- can be involved in an organisation that is not for profit and is specifically designed to meet their needs

#### Elected Members

- retain control as the Council retains its statutory duty to provide a comprehensive and efficient library service, which it would exercise through the contract
- ability to maintain an influence whilst enabling a sustainable service to be delivered

- be able to have enhanced relationships with their local service through engagement with the local library and via the new governance structure
- have formal reporting lines to Culture Committee on performance, initiatives and policy

**What is your vision for the business – can you nail down what you’re trying to create long term?**

The vision for the new social enterprise will build upon the success of the current strategies for Nottinghamshire Libraries, Archives and Adult Community Learning Services.

A revised mission statement will be developed to emphasise the overall benefits of the new operating model, linked to the council’s new strategic plan. Underpinning the new model will include greater community ownership, customer engagement and staff participation in owning and shaping services.

Core impacts will centre on improving lives of individuals and the community through the benefits of:

- Literacy and Reading
- Lifelong Learning, Information and Digital Inclusion
- Archives, and Heritage
- Arts and Culture
- Community Life and Space

**Can you explain clearly the improvements to the end-user and the value this would create to the public purse?**

Customers will:

- Have the opportunity to directly engage with the service not just as a consumer but through a new form of individual or community membership
- Be able to input directly into decision making at local, network and/ or board level
- Have additional opportunities to volunteer and offer their time and skills for the good of their community
- Benefit from financial savings and increased income achieved through social enterprise advantages being reinvested into the service
- A new relationship with individuals and community organisations would expand the potential for libraries to be at the heart of the community.

The public purse would gain greater impact for its investment as the enterprise and community ‘dividend’ is generated.

**Can you explain how you will use the freedoms you say you will gain to create additional public benefits – and specify what these will be?**

This is too early to be definite but there are clear areas of opportunity to exploit the potential of Libraries and Archives as community hubs for Reading, Learning, Information, Heritage and Culture –



- Active membership, involvement and advocacy
- Commercial / social enterprise activity to generate income and supported employment
- Community service design – engaging in a new way local communities in how the service is delivered and changes
- Cultural opportunities with a wide definition
- Digital inclusion – preventing exclusion to services and opportunities
- Heritage – giving each locality a place to document and celebrate their story
- Joined up services for the customer – the front door to local authority, central government and voluntary sector services
- Learning for all – at all levels
- Literacy – improving educational and life chances
- Market segmentation – flexing the service to meet community and individual needs
- Public realm – a unique community space for all - greater access and exploitation of our buildings and spaces as a community resource
- Retention of an extensive accessible network of community buildings
- Sustainable services – attracting new sources of funding
- Support business start-ups and offer of local high streets

### **Who do you have committed to this journey?**

Senior members are supportive and view the move to arm's length as a key part of the Council's recently published consultation 'Redefining Your Council'. This group of services would be in the vanguard of this approach.

Senior officers, including the Corporate Director, Service Director, Head of Service and the Libraries, Archives, Information and Learning Leadership Team are committed to this journey.

### **Does it include wider staff?**

All staff were able to attend face to face briefings in November 2013 to share future options. A detailed and planned approach to staff engagement commenced in April with an open letter to all staff outlining the development of the arm's length development. Workshops were delivered for all staff during May 2014.

The staff engagement and communications work will be given high priority, as the engagement of staff is key to the success of the project.

A parallel public engagement plan will be implemented from June 2014 to inform public opinion and gather views of customers, stakeholders and the wider community.

### **How committed to this are you?**

We are committed to ensuring the value and benefit of services are retained for Nottinghamshire in a sustainable and responsive way.

### **How will you be accountable to those providing funding?**

## **What are the proposed governance arrangements?**

### **What will be the size of board?**

Clear accountability and control will be managed through a contract between Nottinghamshire County Council and the new organisation. The contract will include a well-defined service specification and performance management targets.

An initial options appraisal has been undertaken which has narrowed the choice of preferred governance structures to the two models of Industrial Provident Society (IPS) – Co-operative Society (such as Suffolk Libraries) or Community Benefit Society (such as York Explore).

This decision is subject to legal advice, and further work will be undertaken to establish the most appropriate model for Nottinghamshire. Adherence to the legal structures of the appropriate vehicle will inform the governance that is employed.

In both examples the relationship between the local councillor and the service has been strengthened through the new governance structures.

For illustration purposes, the Suffolk Libraries IPS has a board of 7 people elected by the IPS member organisations (library friends groups or parish council) and a Chief Operating Officer. York Explore has 7 board members (2 paid 5 Non-Executive Directors) including 1 Council appointment, and is owned 66% by the community and 33% by staff.

The form of legal entity will influence the membership of the board. The board is seen as an opportunity to bring external skills and experiences to the new body. A shadow board will need to operate at least 9 months in advance of the go live date of the contract.

### **If you fail, what are the consequences and who is responsible for picking up the pieces?**

Nottinghamshire County Council retains the statutory responsibility for the library service and its duty to make proper arrangement for its records, and will be able to terminate the contract in the event of business failure.

The County Council would then have to bring the service back in-house or find an alternative provider.

There would be an asset lock protecting the Councils assets including buildings, ICT equipment, archives and book stock.

If the business case for libraries and archives is not completed through moving the service to an arm's length form of operating there will be a £375K budget gap in 2016/0217.

### **What are the proposals for back office costs?**

Work has started to identify back office costs so that an agreement can be reached. Finance has provided an outline paper, and further work with ICT and HR colleagues is underway.

The preferred approach will be to identify cash amounts, which will be released directly to the social enterprise with an agreement reached for a set period of buy back to ensure business continuity for the new operating unit and forward planning for Nottinghamshire County Council.

Corporate Leadership Team (CLT) has agreed a methodology to apportion central costs, which will facilitate the process in moving to an arm's length body. Overall principles to be applied to the process have been agreed also by CLT to enable detailed work to proceed.

### **Will these be bought back for an initial period?**

This is dependent on the service provided, in some areas yes for at least the first year. The overall principle agreed is that new bodies should exercise their independence through choice in relation to central and support services.

### **How will the fixed costs of the council be dealt with?**

In the event that a service or facility is provided, that cannot be disaggregated, or is not economically viable then access to those resources should be continued as if the service were directly delivered.

### **How will you ensure the Trade Unions are fully engaged and embrace the idea?**

This will be regular liaison meetings with Trade Unions, in particular Unison, which will sit alongside engagement with all staff colleagues.

### **What are the biggest risks?**

The risks identified at this stage are:

- Central and corporate support in providing timely and full information needed for the successful identification of assets e.g. property and disaggregation of costs where appropriate.
- Council budget pressures
- Public misunderstanding and possible resistance to the idea. A comprehensive consultation and then engagement plan will mitigate against this.
- Resistance to change from library staff. The project depends on staff engagement in order to think differently and implement new ways of working. Staff engagement and leadership from senior colleagues and members will help to mitigate this.
- Skills gaps in leading the process of change and fulfilling the new requirements. This will be mitigated by a successful bid to the Cabinet Mutuals Support Programme, which provides funding for specialist advice on such matters as HR, finance, legal, tax and business planning.
- Support and leadership from County Councillors and Senior Officers

### **Can the model prove to be sustainable?**

This is dependent upon the Council and the new organisation developing a sustainable relationship with as much contract and financial certainty as possible. Efficiency gain share and guarantor role of Nottinghamshire County Council will be required.

### **Who will lead the set-up to the new model of delivery?**

Group and Team Managers from Libraries, Archives, Information and Learning with support from colleagues from the improvement programme. Specialist support e.g. legal will be provided by the mutualisation support programme.

### **Workforce – numbers to be transferred – process of transfer and all on existing terms and conditions?**

There are currently approximately 540 staff employed by Libraries, Archives, Arts, Information and Learning. Specialist advice will be taken on the process of transfer, and TUPE will be used.

### **What financial savings can be expected and when?**

2016/2017 – completion of £1m savings (£375,000).

### **How does this compare to an in-house option?**

The opportunity to further reduce expenditure, maintain the current library network and meet the council's statutory and legal duties is very limited.

### **What will it costs the council to set up and is there still a net benefit?**

Costs are unknown although the mutualisation support programme will provide specialist advice, support and experience.

### **What are the financial risks if this doesn't work out?**

The risk to the council is in delivering its services and agreed budget reduction in 2016/17.

### **Studies report increase in productivity and innovation – what could the council expect from the new body?**

The new social enterprise will have the ability to react quickly, develop and employ technological solutions, which meet the specific needs of the organisation and customers and have access to alternative funding streams that are currently out of reach. This will enable the new organisation to meet its needs in timely and innovative manner for example - developing online sales and online ticketing.

Staff ownership of the service and its success will encourage greater creativity and enterprise to maximise the potential of the services. A culture that is no longer reliant on the council would be developed freeing thinking that can hold services back and slow innovation.

The council would through careful messaging be able to enhance its reputation as funder and commissioner as the new body became more innovative.

The council would also be able to continue and enhance its use of the services as the face to face interface with services and the council as a whole. Reputational gain for the County council would continue.

**What happens if the company holds reserves at the end of the contract and someone else then wins the contract?**

If the contract ends the new body would need to meet its liabilities on closing the organisation down. Any surplus following this would be gifted to the service for investment.



## **REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND CULTURE**

### **UPDATE ON THE DEVELOPMENT OF COMMUNITY PARTNERSHIP LIBRARIES**

#### **Purpose of the Report**

1. To update Members on the development of community partnership libraries across Nottinghamshire.

#### **Information and Advice**

##### **Context**

2. The business case for the Libraries, Archives and Information Service approved by Full Council on 27 February 2014 identified the development of community partnership libraries (CPL) as a contribution to the £1m savings identified in the period to April 2017.
3. CPLs are a form of community managed libraries delivered through partnership with local bodies and groups to enable access to library services in a sustainable way.
4. A CPL is a bespoke arrangement based on the right solution for each community. There is a balanced approach between reducing costs and ensuring access to a quality assured and accessible library service is maintained.
5. Developing a CPL will consider accommodation, volunteering, access to library systems, customer demand and appropriate minimum service standards
6. The County Library service will offer set up support and an ongoing package of support to the CPL.
7. Following approval of the business case there have been a number of local groups which have proactively approached the County Council to investigate the development of CPLs. These include:
  - Annesley Woodhouse – a partnership with Ashfield Community Radio and Media Training
  - Collingham – a partnership with Collingham Parish Council
  - Misterton – a partnership with Misterton Parish Council
  - Sutton on Trent – a partnership with Sutton on Trent Parish Council Library Action Group.

8. Discussions are also active in the following communities to establish the community managed library access points: Besthorpe, Bircotes, Coddington, Gedling, Harby, South Scarle, Thorney, Tuxford and Winthorpe.
9. Following the implementation of the Library Service staffing review in April 2014, new locality managers are now in place. Over the next four months approaches will be made to additional potential community partners to develop CPLs further.
10. A formal agreement between the County Council and a partner has been established and will be used with Annesley Woodhouse in the first instance.
11. A new Library Management System module to allow partners access to appropriate system functionality to run a CPL within the County Library systems is currently being test by IT services.
12. All CPLs will only be developed if they reduce revenue costs to the Library service. In some cases CPLs will result in a reduction in revenue costs for other County Council budgets in terms of the Property and Information Technology service costs.
13. The CPL programme is designed to be bespoke to each situation and community.
14. A revised capital programme for the modernisation of libraries provides a small investment fund to enable CPLs to be established.

### **Other Options Considered**

15. Library closure or mobile library replacement for smaller libraries.

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

16. The development of CPLs will facilitate a more sustainable library service at a lower revenue costs.

### **Statutory and Policy Implications**

17. This report has been compiled after consideration of implications in respect of finance, the public sector equality duty, 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. The successful development of CPLs will contribute towards the £1m savings required as set out in Outline Business Case B13.
19. The capital investment is included in the Council's capital programme.



## **Public Sector Equality Duty Implications**

20. This scheme enables ongoing provision of a static library service provision across Nottinghamshire. Alternative accommodation would need to safeguard physical access and provide a minimum of current opening hours. The service agreement will require the partner to adhere to the County Council Library Service customer and service standards, including universal free access and stock policy.

## **RECOMMENDATION/S**

- 1) That progress on the development of Community Partnership Libraries be noted.

**Derek Higton**  
**Service Director, Youth, Families and Culture**

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

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## **Constitutional Comments**

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

## **Financial Comments (KLA 19/05/14)**

22. The financial implications of the report are set out in paragraphs 18 and 19 above.

## **Background Papers and Published Documents**

Libraries and Archives Business Case B13 – report to Full Council on 27 February 2014  
A Strategy for Nottinghamshire's Libraries – report to Full Council on 15 December 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) Affected**

All.

C0428



**REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND  
CULTURE****NATIONAL WATER SPORTS CENTRE PROGRESS REPORT – ONE  
YEAR ON CONTRACT REVIEW****Purpose of the Report**

1. To provide Members with an annual review update on the National Water Sports Centre management and development contract.

**Information and Advice****Background**

2. In September 2011 the County Council agreed for the management and operation of the National Water Sports Centre (NWSC) to be outsourced to a third party provider. Following a detailed procurement process a preferred operator was selected to operate the Centre for 21 years. This was reported to and agreed by Policy Committee on 16 January 2013.
3. The successful bidder, Serco Leisure, acting as the managing agent for a newly formed leisure trust, Holme Pierrepont Leisure Trust (HPLT), started onsite on 1 April 2013. The site has been operating under the new arrangements for 14 months.
4. The vision for the NWSC going forward and what the bidders were asked to support the Council in achieving was ***'To be an accessible, high quality family activity and sporting centre with an adventurous flavour set in stunning green space'***. Bidders were also tasked with supporting the Council's ambition to reduce annual operating costs and to partner the Council in funding much needed capital investments on site.
5. Monthly contract meetings are held to ensure compliance with the contract and its performance specifications; a separate works procurement agreement is in place to monitor progress on a schedule of agreed capital works at the Centre. This report and accompanying presentation will inform Members of progress.

**Capital Investments**

6. The successful bid included a £6.7m capital investment programme (over the life of the contract) which included within it a request for a £1.6million contribution from the County Council. The contribution funding was agreed and is accounted for in the Council's capital programme. The balance of £5.1 million (£2.85 million in year 1) is being provided by Serco Leisure (directly) and Sport England through a grant award

of £886,000.

7. The funding has been used to deliver the following improvements and new developments.

- **Refurbishment of all on site residential accommodation**

All of the (35) main building bedrooms have been refurbished and fitted with en-suite bathrooms, a new “dry” heating system and new furniture and fittings. In addition to this a further eight bedrooms have been developed by converting an unused bungalow on site.

- **Refurbishment of main building public areas including reception, café, bar, public toilets, and conference rooms**

The majority of work has been completed in the main building. There are two conference rooms still to be completed and these will be completed by August. New drying rooms have been introduced for lake users to dry wet suits and training kit when attending coaching courses and residential events.

- **Community and performance gyms and changing rooms**

A new state of the art community fitness studio has been developed in the English Institute of Sport (EIS) building. Two new performance gyms and a suite of physiotherapy and sports medicine rooms have also been developed.

- **Office Accommodation for the British Canoe Union (BCU)**

As part of the overall financial agreement with Sport England (SE), office accommodation has been developed in the English Institute of Sport (EIS) building. This development, funded by Sport England, will provide much needed ongoing revenue funding for the centre as the BCU are contracted to use the space for the 21 years contract term.

- **Camping pods and log cabins**

The bid proposal to introduce camping pods and log cabins is currently delayed due to planning restrictions placed on the developments by the Environment Agency. The contractors are confident that these will be overcome in due course and that this element of the project will be completed before the end of the calendar year.

- **Site signage renewal programme**

As part of the capital negotiations and to sit alongside the new capital developments, the site signage and branding is being reviewed and renewed. The majority of this programme has been completed with just a small amount awaiting planning permission from Rushcliffe Borough Council

- **Creation of a new ‘Sky Trail’ family adventure course, and an adjacent ‘Family Zone’**

Arguably one of the most needed developments on the site was the construction of new family friendly facilities on the part of the site adjacent to the river and slalom course. Work has been completed on a new state of the art high ropes course utilising the old grounds maintenance depot. Underneath the “sky trail” is a new mini golf course. A new catering cabin is in situ adjacent to the new facilities, providing much needed refreshment opportunities on this part of the campus.

- **New Changing facilities at the Slalom Course**

One of the criticisms from users of the slalom course is the lack of facilities for changing and showering and a distinct lack of indoor briefing space for visitors using the white water rafting offer. This has been resolved with a refurbishment of the existing changing facilities and the merging of space with the old BCU offices vacated by the British Canoe Union.

- **New Activities on site**

As part of the income generating strategy new activities have been introduced on site including:

- E-Combat (an outdoor activity using laser technology)
- Bicycles and Segway hire
- Introduction of cycle trails

8. Members will receive a short presentation on the capital developments at the meeting.

## **Contract Management**

9. The new contract has been operating for 14 months and has started well so it is possible to review the performance highlights for year 1 of operation.
10. The contract is managed and reviewed on a monthly schedule where progress is monitored against the original specification. Emphasis is placed on compliance measures and service outputs alongside a target of an increase of participation of 10% year on year. 2014/15 is being used to set new base line figures following the completion of the capital works programme. 2013/14 performance has seen some early quick wins particularly in relation to new gym membership which currently stands at 1,390 members, up from 350 members at the start of the contract.
11. Usage numbers have increased on a like for like basis for events and the summer programme of activities based on a good spell of dry weather. Unusually, no events were cancelled leading to a full season of activity. **Appendix 1** shows the scale and diversity of events during the 2013 season.

## **Revenue Support**

12. In addition to the £1.6m capital contribution the Council is committed to an annual revenue contribution that averages out at £201,000 per year over the life of the contract. This payment will continue until the end of the contract in 2034, and is subject to indexation. The Council has also negotiated a surplus profit share position which results in a three way split of profits should the NWSC's financial performance significantly exceed the business plan forecasts assumed by Serco as part of its bid. This will be shared between the Trust, Serco Leisure and the County Council.
13. As part of the contract the Council has retained ongoing responsibility for the funding of some aspects of the Centre's structural maintenance, on the basis that this represents better value for money for the Council than incorporating all maintenance costs within the contract sum (this would result in the contractor pricing for works that may not be required). To be prudent the Council has set up an annual budget of £150,000 that will be placed into a "sinking fund" each year to deal with any issues as and when they arise.
14. Over the life of the contract, it is anticipated that revenue savings of approximately £14million will accrue to the Council, when the annual contract costs are compared with the costs that would have been faced by the Council had it continued to operate the Centre on its previous basis. The anticipated savings identified will be used to help alleviate the budgetary pressures facing the Council over the medium term.

## **Other Options Considered**

15. The report is for noting only.

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

16. The report is for noting only.

## **Statutory and Policy Implications**

17. This report has been compiled after consideration of implications in respect of finance, public sector equality duty, 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**

- 1) That the one year on update on the National Water Sports Centre management and development contract be noted.

**Derek Higton**  
**Service Director, Youth, Families and Culture**

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

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**Constitutional Comments**

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

**Financial Comments (KLA 19/05/14)**

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

**Background Papers and Published Documents**

Future management arrangements for the National Water Sports Centre – report to Cabinet on 14 September 2011  
National Water Sports Centre future management arrangements – report to Policy Committee on 16 January 2013

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.

C0433





## Lake Events 2013

February 2 <sup>nd</sup> – 3 <sup>rd</sup>	Start Testing Camp	Shared Use	
March 2 <sup>nd</sup> – 3 <sup>rd</sup>	Start Testing Camp	Shared Use	
March 11 <sup>th</sup> – 15 <sup>th</sup>	Safety Zone	Use of Rafters Area	
March 18 <sup>th</sup> – 22 <sup>nd</sup>	Safety Zone	Use of Rafters Area	
March 25 <sup>th</sup> – 29 <sup>th</sup>	Junior Sculler & Sweep Spring Assessment	Exclusive Use	
March 30 <sup>th</sup> – April 1 <sup>st</sup>	J16 Sculling	Shared Use	
April 13 <sup>th</sup> – 14 <sup>th</sup>	BCU Sprint Regatta	Exclusive Use	
April 25 <sup>th</sup>	Nottingham Rowing Club Regatta	Shared Use	17:00 until 20:00
April 26 <sup>th</sup> – 27 <sup>th</sup>	Junior Inter Regional Regatta	Exclusive Use	From 13:00 on the 26 <sup>th</sup>
May 4 <sup>th</sup> – 6 <sup>th</sup>	BUCS Regatta	Exclusive Use	
May 8 <sup>th</sup>	HPPRC Road Race	Running Around Site	
May 11 <sup>th</sup> – 12 <sup>th</sup>	BCU Sprint Regatta	Exclusive Use	
May 18 <sup>th</sup>	Nottingham City Regatta	Exclusive Use	
May 19 <sup>th</sup>	British Master Championships	Exclusive Use	
May 23 <sup>rd</sup> – 26 <sup>th</sup>	National Schools Regatta	Exclusive Use	From 14:00 on the 23 <sup>rd</sup>
May 31 <sup>st</sup> – June 2 <sup>nd</sup>	Nottingham Triathlon	Exclusive Use	
June 7 <sup>th</sup>	Nott's Ten Mile Road Race	Shared Use	Around Site
June 15 <sup>th</sup>	Serco 25	Exclusive Use	
June 22 <sup>nd</sup> – 23 <sup>rd</sup>	BCU Sprint Regatta	Exclusive Use	
June 25 <sup>th</sup>	HPPRC Grand Prix 1	Running Around Site	
June 29 <sup>th</sup>	AAA Adventure Race	Exclusive Use	Adventure Course Only
June 30 <sup>th</sup>	GB France Trials	Exclusive Use	
July 6 <sup>th</sup> – 7 <sup>th</sup>	Outlaw Triathlon	Exclusive Use	
July 11 <sup>th</sup> – 15 <sup>th</sup>	GB Junior Trials	Exclusive Use	
July 20 <sup>th</sup> – 21 <sup>st</sup>	British Rowing Junior Championships	Exclusive Use	
July 26 <sup>th</sup> – 27 <sup>th</sup>	Home Countries International	Exclusive Use	From 13:00 on the 26 <sup>th</sup>
August 3 <sup>rd</sup>	HPP Junior Triathlon	Exclusive Use	Lanes 0 and 1 Only
August 11 <sup>th</sup>	Race for Life	Lake Closed	No Access to Boat Bays
August 17 <sup>th</sup> – 18 <sup>th</sup>	Start Testing Camp	Shared Use	
August 24 <sup>th</sup> – 25 <sup>th</sup>	Club Relay Triathlon	Exclusive Use	
August 28 <sup>th</sup> – 30 <sup>th</sup>	F2 Power Boat Championships Set Up	Exclusive Use	
August 31 <sup>st</sup> – September 1 <sup>st</sup>	F2 Power Boat Championships	Exclusive Use	
September 7 <sup>th</sup> - 8 <sup>th</sup>	BCU Sprint Regatta	Exclusive Use	
September 14 <sup>th</sup> – 15 <sup>th</sup>	Start Testing Camp	Shared Use	
September 21 <sup>st</sup> – 22 <sup>nd</sup>	Dragon Boat National Cup Finals	Exclusive Use	
October 12 <sup>th</sup> – 13 <sup>th</sup>	Start Testing Camp	Shared Use	
October 19 <sup>th</sup> - 20 <sup>th</sup>	British Rowing Senior Championships	Exclusive Use	
October 21 <sup>st</sup> – 23 <sup>rd</sup>	Junior Women's Potential Camp	Shared Use	
October 23 <sup>rd</sup> – 25 <sup>th</sup>	Junior Men's Potential Camp	Shared Use	
October 26 <sup>th</sup>	Parkinson's UK Spooky Sprint	Shared Use	Around Site
November 3 <sup>rd</sup>	The Big E.ON Run	Shared Use	Around Site
November 9 <sup>th</sup> – 10 <sup>th</sup>	Start Testing Camp	Shared Use	

### White Water Course Events 2013

March 2 <sup>nd</sup> – 3 <sup>rd</sup>	Student Rodeo	Exclusive Use
March 23 <sup>rd</sup> – 24 <sup>th</sup>	Freestyle Selection	Exclusive Use
April 13 <sup>th</sup> – 14 <sup>th</sup>	Canoe Slalom	Exclusive Use
May 11 <sup>th</sup> – 12 <sup>th</sup>	Canoe Slalom	Exclusive Use
September 14 <sup>th</sup>	Youth Freestyle	Exclusive Use
September 21 <sup>st</sup> – 22 <sup>nd</sup>	Youth Freestyle	Exclusive Use
September 28 <sup>th</sup> – 29 <sup>th</sup>	Canoe Slalom	Exclusive Use
November 2 <sup>nd</sup> – 3 <sup>rd</sup>	Canoe Slalom	Exclusive Use

## **REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND CULTURE**

### **FIRST WORLD WAR CENTENARY COMMEMORATION UPDATE**

#### **Purpose of the Report**

1. To provide an update to the report to the Culture Committee on 8 October 2013 on activity led and supported by the County Council to commemorate the centenary of the outbreak of the First World War.
2. To seek approval for activity to progress.

#### **Information and Advice**

##### **Background**

3. 2014 marks 100 years since the outbreak of the First World War. National acts of remembrance will include the centenary of Britain entering the war on 4 August 1914, the battle of Jutland on 31 May/1 June 1916, the battle of the Somme on 1 July 2016 and Armistice Day on 11 November 1918.
4. The Imperial War Museum is providing a national lead, encouraging cultural, historic, volunteer and local authorities to contribute to a fitting commemoration to such a significant historical event and providing access to some of their resources such as images and podcasts.
5. Nottinghamshire people and places are connected to the First World War, either through family history, heritage of local communities or its long term impact on society and the world we live in today.
6. The establishment of a grant fund to support community projects related to commemoration of the First World War was approved at Policy Committee on 7 May 2014.

##### **Current position**

7. A co-ordination group led by the Group Manager, Libraries, Archives and Information, has been established to ensure the County Council co-ordinates its own activity and co-ordinates its contribution to commemorative activity across Nottinghamshire.
8. A number of events, activities and projects are scheduled over the coming months. The following list highlights the areas of work and the lead County Council services:

Area of work	Date	Lead Service
<p><b>Trent to Trenches – The Great War 1914-18 Nottingham City and County Remembers</b></p> <p>This is a volunteer led partnership project supported by the County Council and Nottingham City Council. The Team Manager, Archives and Local Studies, represents the County Council on this partnership.</p> <p>Trent to Trenches includes a major exhibition at Nottingham Castle, tours, war memorial talks and work with schools.</p> <p>Volunteer researchers are using resources at Nottinghamshire Libraries and Archives to carry out research for the exhibition and the roll of honour.</p> <p>Items from Nottinghamshire Archives will be loaned for the exhibition.</p> <p>A Great War Hidden Treasures object appeal was held at Mansfield Library as part of the Local History Fair on 19 May 2013 and held at County Hall on 9 Nov 2013 and at the Newark Showground on 16 Nov 2013. These were supported by staff from Archives.</p> <p>All County Council events and activities will be marketed under the Trent to Trenches banner, promoted by Experience Nottinghamshire and fed into the Imperial War Museum's national calendar of events being organised by Culture 24. A logo competition was won by a pupil at Awsworth Primary School.</p>	August – November 2014	Nottingham City Council and Nottinghamshire County Council
<p><b>Roll of Honour of Nottinghamshire War Memorials</b></p> <p>A roll of honour has been created by County Council IT following research by Trent to Trenches volunteers into memorials across both the County and City.</p> <p>Phase 1 complete - roll was made live August 2013</p> <p>Phase 2 commenced allowing the submission of additional information by members of the public.</p> <p><a href="http://www.nottinghamshire.gov.uk/rollofhonour">http://www.nottinghamshire.gov.uk/rollofhonour</a></p>	Ongoing	IT Services Digital Team Supporting Local Communities

Area of work	Date	Lead Service
<p><b>Commemoration of local Victoria Cross recipients in the First World War</b></p> <p>On 4 Aug 2013 the Secretary of State for Communities and Local Government announced a project for local authorities to commemorate local recipients of the Victoria Cross in the First World War by laying down commemorative paving stones.</p> <p>2 recipients were born in Nottinghamshire (DCLG criteria)</p> <ul style="list-style-type: none"> <li>– Lance Corporal Fuller – East Kirkby, Ashfield – 15 March 1915</li> <li>– Sergeant Johnson – Worksop, Bassetlaw – 3 October 1918</li> </ul> <p>Specially designed paving slabs will be positioned within the associated village/town/neighbourhood.</p>	Ongoing	<p>Highways</p> <p>Supporting Local Communities</p> <p>CVS Team</p>
<p><b>From Home to Battlefields of World War 1: Nottinghamshire Memorials Project</b></p> <p>The Heritage Lottery Fund has awarded Nottinghamshire Archives a grant of £22,300 to catalogue and preserve the Wakefield Memorials collection. This collection was compiled by Mrs Patricia Wakefield of Bulwell and deposited with the Archives. It comprises her research into graves and memorials in the UK, France and Belgium of East Midlands soldiers who died in the First World War.</p> <p>The project is being undertaken by a group of home educated young people working under the supervision of a Project Archivist and assisted by some adult volunteers. It will enable the collection to be made more widely available to researchers in the run up to the commemoration of the centenary of the outbreak of the war in 2014.</p>	May 2013 onwards	Archives
<p><b>Future Fields - Exhibition</b></p> <p>Working with communities in Nottinghamshire, artists have been inspired by performances, archive film, poppy meadows and the WW1 commemoration to create amazing artwork for this exhibition. The commissions will be complemented by work created by the community through The Big Draw.</p>	7 October – November 2014 at Rufford Craft Centre Gallery	Arts Development Service

Area of work	Date	Lead Service
<p><b>Future Fields – The Big Draw</b></p> <p>Using the idea of poppy seed balls thousands of future fields of poppies will be created by mixing clay, soil and seeds with water and embellishing them with drawings and marks with tools, stamps and found objects, turning the materials into mini seed head sculptures.</p> <p>The work created will be part of the exhibition in the Gallery and then returned to the participants to scatter across their local area – creating future fields of poppies.</p> <p>Seed heads and poppies will also provide the inspiration to explore a range of drawing techniques in public workshops in community settings, creating work which will tour libraries from December 2014 to February 2015.</p>	<p>September &amp; October</p> <p>A programme of public workshops across the County</p>	<p>Arts Development Service</p>
<p><b>The Second Minute – by Andy Barrett</b></p> <p>Drama performance touring village halls.</p> <p>A play based on the First World War letter collection from the Archive of the Sherwood Foresters. The piece focuses on the stories of three men and is produced by Nottingham Playhouse.</p> <p>“The second minute is a simply told and moving meditation of the experiences of the First World War, the lost art of letter writing and how hundreds of thousands of small scraps of paper survived the mud and slaughter to return to the homes of those that did not.”</p>	<p>7 May 2014 at Thrumpton Village Hall</p> <p>8 May 2014 at Thoresby Riding Hall Theatre</p> <p>9 May 2014 at Chilwell Arts Theatre</p> <p>10 May 2014 at St Mary’s Hall, Radcliffe on Trent</p> <p>11 May 2014 at Harworth &amp; Bircotes Town Hall</p>	<p>Arts Development Service</p>
<p><b>Standing in Line - by Lester Simpson &amp; Blaize</b></p> <p>Music/drama performance touring to village halls</p> <p>Lester Simpson and the musical duo Blaize present the story of Lester’s Uncle, Albert Scrimshaw, who was born in Eastwell on the Leics/Notts border, and died at Passendale.</p>	<p>6 June 2014 at Rolleston Village Hall</p> <p>7 June 2014 at Rempstone Village Hall</p>	<p>Arts Development Service</p>

Area of work	Date	Lead Service
<p>The show features Lester's songs and songs from the period, alongside projected images and the poems of Wilfred Owen, Siegfried Sassoon and Rudyard Kipling.</p>	<p>8 June at Thomas Cranmer Centre, Aslockton</p> <p>15 June 2014 at Harworth and Bircotes Town Hall</p>	
<p><b>The Thankful Village - by Badapple Theatre Company</b></p> <p>Drama performance touring village halls.</p> <p>Set against the backdrop of World War I, the quiet village backwater of Bottledale is changed forever by the advent of the conflict. But the plaque and the roll of honour stone in the village square remain empty and un-etched as the years pass, and folk start to wonder ...</p> <p>The story is of hope, humour and humanity, about the men who went away, the women left behind and the eccentric twists and turns of daily life that led to their re-uniting, for better or worse, in the winter of 1918.</p>	<p>7 June 2014 at South Clifton Coronation Hall</p>	<p>Arts Development Service</p>
<p><b>War Memorials – Survey and Restoration</b></p> <p>A survey of all free-standing externally located war memorials in Nottinghamshire has been completed. An intergenerational project around awareness, rededication and cleaning is being considered.</p>	<p>2014</p>	<p>Conservation</p> <p>Supporting Local Communities</p>
<p><b>Britain in the Great War, 1914-1918</b></p> <p>This living history weekend will include period music show, dancing, cooking and military drill demonstrations, harvesting by Land Army Girls and heavy horses, troop manoeuvres, period vehicles, artillery firing and for children a junior boot camp, battle interactivities and a puppet show. 11<sup>th</sup> Hussars – Old Pals Groups and Fair ground rides.</p> <p><i>28 June 2014 is the centenary of the date on which the Archduke Ferdinand of Austria was assassinated: an act which initiated a chain of events which brought about the start of the First World War a month later.</i></p>	<p>28 - 29 June 2014</p>	<p>Country Parks – Rufford</p>

Area of work	Date	Lead Service
<b>Warhorse – Film showings</b>  Film screening of the 2011 film adaptation of author Michael Morpurgo's 1982 children's book. Directed by Steven Spielberg.	September 2014	Libraries - Mansfield, West Bridgford and Worksop Libraries
<b>War Poetry</b>  at The Southwell Poetry Festival 2014.  A variety of workshops, exhibitions, plays and talks around Nottinghamshire's Libraries to commemorate the war.  Children's event at West Bridgford Library with the poet and author Brian Moses around the Christmas Truce.	19 July 2014  June to December 2014  22 November 2014	Libraries
<b>Library displays</b>  Displays will be mounted in Mansfield, West Bridgford and Worksop Libraries.	August/ September 2014	Libraries
<b>Ancestry training</b>  Training material has been developed to introduce library and archive users to the Ancestry website to trace military ancestors.	Ongoing	Libraries
<b>Turning Back the Pages on Nottinghamshire in World War One</b>  A special pictorial publication utilising photographs, memorabilia and manuscripts from Nottinghamshire Libraries and Archives. Images from the publication will also be used in digital screen presentations across Libraries and Archives.	July 2014	Libraries and Archives
<b>Act of Remembrance 2014 -2018</b>  Wreath Laying at Shire Hall (Galleries of Justice) previous headquarters of the County Council - 45 KIA.  Wreath Laying at County Hall names of the dead read out – 21 are former Police Officers.	Tuesday 11 November 2014  Shire Hall County Hall	Civic Office  CVS Team
<b>Community Commemoration Fund</b>  £10,000 per year 2014 - 2018 to support community activities to commemorate war. Community Groups can	Launch 5 June 2014 Mansfield Museum	CVS Team



Area of work	Date	Lead Service
apply for up to £300.		

9. There are also many community led projects that have made contact with the County Council and have had some element of support from a number of services.

Community led projects (not an exhaustive listing)	Approximate date
<b>The Great March – Farndon History group</b> A re-enactment of the mobilisation of the 8 <sup>th</sup> Battalion Sherwood Foresters. Volunteers will be asked to walk the 17 miles from Newark-on-Trent to Radcliffe-on-Trent 100 years on from the original date.	10 August 2014
<b>Flintham Museum – The Home Front</b> An exhibition of life in a Nottinghamshire village, including food before, rationing during and food shortages after the war. Newspaper clippings and clothes of the day.	July – Nov 2014
<b>Radcliffe U3A</b> Community fête; to coincide with the Great March, locals will be encouraged to wear early 20 <sup>th</sup> Century dress. There will be a concert and a memorial service.	August 2014
<b>Queens Royal Lancers - Life in the Trenches</b> Visitors will be able to experience life in a trench at The QRL museum, Thoresby.	August 2014 November 2018
<b>Mansfield Woodhouse History Society</b> Planned garden of remembrance, exhibitions and events.	August 2014 November 2018
<b>Clipstone Camp</b> Led by a District & Parish Councillor, volunteers are looking to map Clipstone camp (3 <sup>rd</sup> largest camp in England) and mark the area with a memorial stone and information boards.  5 known groups are looking into a Clipstone Camp project: Mansfield Museum, Forestry Commission, Mansfield Woodhouse History Society, Forest Town History Society and Clipstone Parish Council.	March 2013 November 2018

<b>Christmas Football Match</b> Members of Newark Town FC have invited a German Football Team and propose to hold a festive football match. This is being funded by Heritage Lottery Fund.	Winter 2014
<b>Cotgrave and District Royal British Legion</b> Commemoration service and site visits to Flanders Fields.	August 2014
<b>Southwell Minister</b> Exhibition marking the outbreak of the First World War.	17 May – 15 June 2014
<b>The Southwell Lecture</b> General The Lord Dannat speaks on the outbreak of WW1.	22 May 2014
<b>Newark Air Museum</b> Display of WW1 Aircraft and associated memorability.	2014 - 2018
<b>Misterton Area Partnership (MAP)</b> Lest we Forget - in the First World War; this is a re-application from MAP for a project to train and enable volunteers to research the history of individuals recorded on the War Memorial.	2014 - 2018 September 2013: £9,000 HLF
<b>Bassetlaw Museum</b> Different exhibitions - including focus on Somme in 2016.	2014 - 2018
<b>Mansfield Museum</b> Clipstone Camp and WW1 in Mansfield.	2014 - 2018
<b>Newark Town Hall Museum</b> Role of Mayors during WW1.	2014 – 2018
<b>Coddington Parish Council</b> Book of remembrance.	2014 – 2018
<b>Collingham</b> Remembering the war dead – gone but not forgotten project.	2014 - 2018

## **Other Options Considered**

10. None.

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

11. The range of activity planned and the support of the Trent to Trenches project is within the capacity and resources of the County Council.
12. In keeping with a commemorative approach, the range of activity enables the County Council to acknowledge the importance of the First World War and highlight the role of Nottinghamshire and its people.

## **Statutory and Policy Implications**

13. This report has been compiled after consideration of implications in respect of finance, public sector equality duty, 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**

14. Activity identified within this report is allowed for in service budgets, therefore there are no direct additional financial resources required.

## **RECOMMENDATION/S**

That:

- 1) the work of the coordination group continues to ensure the County Council contributes to a fitting commemoration
- 2) the outline listing of County Council activity and support be agreed and progressed
- 3) a regular progress report continues to be provided to the Culture Committee as the programme develops.

**Derek Higton**  
**Service Director, Youth, Families and Culture**

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

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### **Constitutional Comments (LM 09/05/14)**

15. The Culture Committee has delegated responsibility within the Constitution for the development of cultural and heritage activities and may approve the recommendations in the report

### **Financial Comments (KLA 08/05/14)**

16. The financial implications of this report are set out in paragraph 14 above.

### **Background Papers and Published Documents**

World War One Centenary Commemoration update - report to Culture Committee on 8 October 2013

First World War Centenary Commemorations 2014 – 2018 Community Fund – report to Policy Committee on 7 May 2014

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.

C0431

**REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND CULTURE****SECONDMENT OF THE SPORTS SERVICE TEAM INTO THE COUNTY  
SPORTS PARTNERSHIP****Purpose of the Report**

1. To seek approval for the Sports Service team to be seconded to work alongside the County Sports Partnership (CSP) core team, initially for a period of two years; and for officers to negotiate the details of the new arrangements with Sport Nottinghamshire and Nottingham Trent University.
2. The proposal will support the objectives of the outline business case to reduce funding in this area approved by Full Council on 27 February 2014.

**Information and Advice****Context**

3. The County Council has been a significant funder of sports development activity with a national reputation for coaching and disability sport in particular. At its peak County Council investment reached £1.1 million, which when used alongside external funding provided a network of sports development activity across the County. There were 38 coaches and sports development officers directly employed by the County Council in 2007.
4. The financial challenge facing the County Council in recent years has had a major impact on the resources available to support sports development activity. The current (2014) revenue budget for the Council's sports services is £304,000 and these funds are used to support 6.6fte development officers and a small programming budget. The officers are engaged strategically to support the development of the sporting infrastructure of the County with specialised posts in 'Club Development', 'Coach Education', 'Volunteer Engagement and Development' and 'Disability Sport'. There is also a post that concentrates on developing positive relationships with the National Governing Bodies of Sport to encourage them to invest their own national funding in Nottinghamshire.
5. As resources diminish taking opportunities to work more closely with partners working in the same field is more relevant than ever before. By combining resources it should be possible to retain and grow a level of provision and support to communities, clubs, sports organisations and individuals.

6. At a national level Sport England, the national sports development agency, has concentrated its funding on a network of sports partnerships that operate at county level.
7. Sport Nottinghamshire is one of the 49 County Sports Partnerships (CSPs) covering England. CSPs are networks of local agencies committed to working together to increase the number of people taking part in sport and physical activity. CSPs also deliver Sport England's national programmes at a local level. The national network of partnerships was formed in 2000 with Sport Nottinghamshire coming on board a few years later.
8. The Sport Nottinghamshire team is hosted at and by Nottingham Trent University which provides all administrative support services and employ the current staff team of 7. The team is led by a Director of Sport who is supported by an Executive Board. The County Council has had officer representation on the Board since its inception.
9. Nottinghamshire County Council (NCC) is already a key partner in the sports partnership leading on several work areas on behalf of the CSP through a Memorandum of Understanding. These work streams include developing clubs, coaches and volunteers and working with sports governing bodies to attract their resources into the County. The service also leads the safeguarding in sport element and provides specialist support in disability and equality.
10. The proposal to combine teams and resources provides the opportunity to retain much of the existing provision by the integration of a number of roles, thus minimising the impact of the proposed reductions to the current service provision. The new relationship would also provide an opportunity to reaffirm the key priorities and outcomes that the Council would want to achieve for its investment through a new formal contractual agreement.
11. In preparation for the change of approach the sports service has conducted both an operational review and consultation with existing partners and stakeholders. The overwhelming feedback is positive in respect of formalising a partnership with the CSP. The new approach will also provide an opportunity to confirm the outcomes and outputs required by the County Council which will be delivered via a new service level agreement.

## **Staffing implications**

12. The current staff cohort has been kept apprised of the proposal and is very supportive of the opportunity. The team is mindful of the budgetary challenge facing the County Council and see the potential partnership as an opportunity to continue the majority of the work programme whilst meeting the savings required.
13. In discussions with the University it has been made clear that whilst they are willing and able to host the NCC sports team as part of the existing sports partnership they would want the relationship to be cost neutral on their part. They will provide, free of charge, office accommodation and access to IT systems but will not, for example, be liable for future redundancy costs.
14. If the Council approves the new relationship with the Sports Partnership and Nottingham Trent University, the proposal would be to second staff initially for a two year period.

15. Under the secondment criteria staff would remain in the employment of the County Council under their current terms and conditions. Day to day management support and guidance will be provided via the Director of the CSP using the existing Nottinghamshire County Council policies and procedures.

### **Timescales for Delivery**

16. It is proposed that the new arrangements will take effect from 1 October 2014. This will allow time for a service level agreement to be drawn up between partners that outline the objectives to be achieved for the Council's investment. Included in this agreement will be the relevant secondment arrangements.

### **Other Options Considered**

17. The following options have been considered:-
- That the sports development service would remain within NCC as currently configured. This was discounted as future budget reductions would make a smaller service ineffective in an increasing and diversifying sector. The transfer out of the Authority would also benefit from the management, leadership and administration resources available within the wider sports partnership.
  - Closure of the current provision was considered but deemed as unacceptable at this juncture as the Council remains committed to support the development of sport in the County, continuing to build on its enviable national reputation.
  - Consideration was given to transferring the staff cohort under a TUPE transfer, however this option would have not given the Authority the financial flexibility required into the future.

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

18. The recommendation supports the decision made by Full Council on 27 February 2014 and allows Nottinghamshire to have an effective sports provision which can deliver the Council's priorities at the same level as other sports partnerships.

### **Statutory and Policy Implications**

19. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

### **Crime and Disorder Implications**

20. Regular involvement in sport can benefit individuals and communities and contribute to a range of positive outcomes including:

- a reduction in youth offending and anti-social behaviour
- an increase in the culture of respect and tolerance among young people
- a reduction in crime and in alcohol and drug misuse
- a reduction in the fear of crime.

### **Financial Implications**

21. The secondment of staff to the partnership will have no direct financial implications as the salaries will continue to be paid by Nottinghamshire County Council. However, the accommodation, line management, and other running costs associated with the staff will be picked up by the Sports Partnership.
22. In addition to the saving on staffing overheads, there will be a reduction in spend on programming costs. Together these savings will achieve the £88,000 set out in the outline business case for the Sports and Arts Service.

### **Human Resources Implications**

23. The proposal for staff to be seconded to the Nottinghamshire Sports Partnership is the preferred option and the relevant processes, including consultation with staff and unions will take place in line with the Council's policies and practices for secondments. **Appendix 1** lists the posts subject to secondment.

### **Safeguarding of Children and Vulnerable Adults Implications**

24. Continuation of the Council commitment in the new partnership arrangement will ensure the survival of the excellent work achieved by the team in safeguarding. The sports team currently has a dedicated resource that concentrates on improving safeguarding standards in voluntary sports clubs. Other team members with responsibilities for club, coach and volunteering programmes play a central role in raising standards in relation to safeguarding. The current post of disability sports officer is responsible for safe practice in association with opportunities for young people and vulnerable adults with a disability.

### **Implications for Service Users**

25. The proposal will ensure a level of continuity of support to developing the sporting infrastructure across Nottinghamshire.

### **Ways of Working Implications**

26. Staff will be hosted outside of the authority by the University and as such would free up much needed office accommodation as the Council rationalises office space across the County.



## **RECOMMENDATION/S**

That:

- 1) the secondment of the current Sports Service team into the County Sports Partnership team, initially for a period of two years, as detailed in this report, be approved.
- 2) approval be given for officers to negotiate the details of the new arrangements with Sport Nottinghamshire and Nottingham Trent University.

**Derek Higton**  
**Service Director, Youth, Families and Culture**

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

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### **Constitutional Comments (SLB 20/05/14)**

27. Culture Committee is the appropriate body to consider the content of this report.

### **Financial Comments (KLA 21/05/14)**

28. The financial implications of the report are set out in paragraphs 21 and 22 above.

### **Background Papers and Published Documents**

Annual Budget 2014/15 – report to Full Council on 27 February 2014  
Sports Development - Option Appraisal  
Feasibility study into the potential relocation of Nottinghamshire County Council sports service into the Nottinghamshire County Sports Partnership structure

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.

C0427



**Current Sports Service Team Members**

<b>Position</b>	<b>Hours</b>	<b>Grade</b>	<b>Vacant</b>
Sports Development Manager (Community Sport)	F/T 37 hours (1.0)	Hay C	No
Sports Development Officer (Disability Sport)	F/T 37 hours (1.0)	Hay A	No
Sports Development Officer (Coaching)	F/T 37 hours (1.0)	Hay A	No
Sports Development Officer (Volunteering)	F/T 37 hours (1.0)	Hay A	No
Sports Development Manager (National Governing Bodies)	P/T 23 hours (0.6)	Hay C	No
Sports Development Officer (NGB Projects)	F/T 37 hours (1.0)	Hay A	No
Sports Development Officer (Clubs)	F/T 37 hours (1.0)	Hay A	No



## **REPORT OF THE SERVICE DIRECTOR, YOUTH, FAMILIES AND CULTURE**

### **SOUTHWELL LIBRARY OPENING HOURS**

#### **Purpose of the Report**

1. To seek Committee approval of a change to Southwell Library's opening hours following a customer consultation exercise.

#### **Information and Advice**

2. A reduction in all library opening hours followed a full service wide review and public consultation in December 2010. Changes were implemented on 4 April 2011. Part of these changes to Southwell Library's hours included its closure on Thursday mornings.
3. Since its implementation and following an impact assessment to track customer demand and library performance levels, small changes to Saturday and Sunday opening hours were made in January 2012.
4. The analysis of customer comments and library performance measurements have continued and following the reopening of Southwell's Thursday morning market in 2013 and the temporary opening of the library all day on Thursday, due to Newark Library's closure for planned maintenance and refurbishment, a need has been identified for Thursday morning opening.
5. Feedback from the local Library Manager has identified where changes can be made within existing budgets to improve access to library services.
6. A customer consultation exercise was undertaken from 31 March to 26 April 2014 through survey forms within the library and via the Council's web site – this provided two options and a free text comment box.
7. Option A was to maintain existing opening hours whilst Option B was to open for three hours on Thursday morning from 9.30am -12.30pm and close one hour earlier, at 5.00pm on three of the least busy evenings.

8. A total of 266 people responded and 209 (79%) were in favour of Option B as detailed below:

Monday	9.30am - 6.00pm
Tuesday	9.30am - 5.00pm
Wednesday	9.30am - 5.00pm
Thursday	9.30am - 12.30pm
Friday	9.30am - 5.00pm
Saturday	9.00am - 3.00pm
Sunday	12.00noon - 4.00pm

### **Other Options Considered**

9. A number of patterns of opening were considered but data gathered from the previous extensive public consultation, local experiences since April 2011, use of management information sources from the Library Management System and visitor counters informed the proposal as detailed above.

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

10. Following a detailed process of analysis the proposal above is the most cost effective way of meeting customer demand and local operational needs.

### **Statutory and Policy Implications**

11. This report has been compiled after consideration of implications in respect of crime and disorder, finance, human resources, human rights, the public sector equality duty, safeguarding of children and vulnerable adults, service users, sustainability and the environment and ways of working 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**

12. There are no additional staffing costs as existing staff have agreed to make minor changes to their timetables.

### **Human Resources Implications**

13. Staff are aware of the need for new opening hours to meet customer demand.
14. The local Library Manager has been consulted on the proposed changes to opening hours and will make adjustments to staffing rotas as appropriate.

## **RECOMMENDATION/S**

- 1) That the new opening hours for Southwell Library, as proposed in Option B, are implemented with effect from 9 June 2014.

**Derek Higton**  
**Service Director, Youth, Families & Culture**

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

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### **Constitutional Comments (NAB 07/05/14)**

15. Culture Committee has authority to approve the recommendation set out in this report by virtue of its terms of reference.

### **Financial Comments (KLA 07/05/14)**

16. There are no financial implications arising directly from this report, as explained in paragraph 12 above.

### **Background Papers and Published Documents**

None.

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

Southwell and Caunton      Councillor Bruce Laughton

C0422





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

1. To consider the Committee's work programme for 2014/15.

**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.

**Other Options Considered**

4. None.

**Reason for Recommendations**

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

**Statutory and Policy Implications**

6. 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 the Committee's work programme be noted, and consideration be given to any changes which the Committee wishes to make.

**Jayne Francis-Ward**  
**Corporate Director, Policy, Planning and Corporate Services**

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

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

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

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

8. 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 2014-15**

<b><u>Report Title</u></b>	<b><u>Brief summary of agenda item</u></b>	<b><u>Lead Officer</u></b>
<b>1 July 2014</b>		
Service update	For noting	Derek Higton/ Sally Gill
Review of Green Estates sites - outcomes		Derek Higton
Update on Sherwood Forest Visitor Centre	For noting	Derek Higton
A Strategy for Nottinghamshire Libraries (six monthly progress report Jan to June 2014)	For noting	Derek Higton
Archives – update on capital scheme	Also to include presentation	Derek Higton
Future of Arts Service		Derek Higton
<b>9 September 2014</b>		
Service update	For noting	Derek Higton/ Sally Gill
Performance monitoring (Quarter 1)	For noting	Derek Higton
Future management arrangements for Rufford Country Park		Derek Higton
Review of the Southwell Library Poetry Festival 2014		Derek Higton
Modernisation of Nottinghamshire public libraries		Derek Higton
<b>21 October 2014</b>		
Service update	For noting	Derek Higton/ Sally Gill
The Robin Hood Festival		Derek Higton
Summer Reading Challenge 2014		Derek Higton
Cultural Services Strategic Events – six monthly review	For noting	Derek Higton
<b>2 December 2014</b>		
Service update	For noting	Derek Higton/Sally Gill
Performance monitoring (Quarter 2)	For noting	Derek Higton
Fees and Charges 2015/16 – Country Parks and Green Estate	Annual determination	Derek Higton
2014 visitor satisfaction survey in Country Parks		Derek Higton
<b>13 January 2015</b>		
Service update	For noting	Derek Higton/Sally Gill
A Strategy for Nottinghamshire Libraries (six monthly progress report Jul to Dec 2014)	For noting	Derek Higton

<b><u>Report Title</u></b>	<b><u>Brief summary of agenda item</u></b>	<b><u>Lead Officer</u></b>
<b>3 March 2015</b>		
Service update	For noting	Derek Higton/Sally Gill
Performance monitoring (Quarter 3)	For noting	Derek Higton
Annual review of the County Council Cultural Strategy		Derek Higton
Cultural Services Strategic Events Programme		Derek Higton
Fees and Charges 2015/16 – Libraries, Archives and Information	Annual determination	Derek Higton
<b>28 April 2015</b>		
Service update	For noting	Derek Higton/Sally Gill
ACLS Priorities for 2015/16		Peter Gaw
<b>9 June 2015</b>		
Service update	For noting	Derek Higton/Sally Gill
Performance monitoring (2014/15)	For noting	Derek Higton
Outside bodies report	For noting	Derek Higton/Sally Gill
<b>21 July 2015</b>		
Service update	For noting	Derek Higton/Sally Gill
<b>To be placed</b>		
Idle Valley Management Board	Report from officer group	Sally Gill
Heritage Plan		Sally Gill
Biodiversity Offsetting Pilot Project	Year 1 report on progress	Sally Gill
Conservation Management Plan for Rufford Park		Derek Higton