



Nottinghamshire  
County Council

# National Water Sports Centre

## Information Memorandum



National Water  
Sports Centre  
NOTTINGHAMSHIRE



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# Section I

## Introduction

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

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

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

## The opportunity

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

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

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

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

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



# Section 2

## Key objectives

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



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

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

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



# Section 3

## The project

### Scope of the Contract

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

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

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

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

## Approach to the Agreement

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

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

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



## Key Stakeholders in the project

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

**Sport England**

**English Institute of Sport**

**The British Canoe Union**

**The Amateur Rowing Association**

**British Cycling Federation**

**Rushcliffe Borough Council**

**Holme Pierrepont & Gamston Parish Council**

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



# Section 4

## The National Water Sports Centre

### Facilities

The site is made up of the following elements:-

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



## Current users

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

Recent high profile events at the Centre have included:-

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

## Operation

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



# Section 5

## The procurement process and how to apply

### The Tender Process to Date

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

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

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

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

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



## Competitive Dialogue

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

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

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

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

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



## Invitation to Submit Outline Solutions (ISOS)

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

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

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

## Invitation to Submit Detailed Solutions (ISDS)

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

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

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

- service issues
- commercial issues
- appropriate technical issues.

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



## Invitation to Submit Final Tenders (ISFT)

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

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

## Phase Three – Preferred Partner/ Award of Agreement

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

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



## Timetable

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

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

## Bidders' Open Day

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

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

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

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

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

### The Project Team and Advisors

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

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

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



# Management of Procurement Process

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

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

## Disclaimer

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

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

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

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

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

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

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

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

## Data Room

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

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

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

## Collusion and Canvassing

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

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

# Where to find us



## National Water Sports Centre

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