

Feasibility Study

Blue Lagoon, Arlesey

Stage 4(b) Report: **Detailed Implementation Plan**



July 2003

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APPENDICES

- A: Stage 4(a) Report: Implementation Plan (Extract)**
- B: Project Planning Stage – Outline Brief**
- C: Shadow Board Terms of Reference**
- D: Proposed Business Plan Framework**
- E: Roles and Responsibilities Checklist**
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1.0 INTRODUCTION

1.1 This report represents stage 4(b) of a four-stage feasibility study into the development of the Blue Lagoon and associated land as a managed countryside leisure facility serving the local community.

1.2 The study has been commissioned by the Arlesey Community Safety Group (ACSG) and is being undertaken by the Ivel and Ouse Countryside Project (IOCP), reporting to a steering group comprised of key stakeholder interests. To date IOCP has produced reports for each of the following study stages:

- Stage 1: Risk assessment [1]
- Stage 2: Situational analysis [2]
- Stage 3: Outline proposal [3]
- Stage 4a): Implementation plan [4]

1.3 The following report represents the final stage of the feasibility study commission and takes forward the stage 4(a) conclusions and recommendations (appendix A) as endorsed by the steering group at its meeting on 12 May 2003. In pursuing these recommendations, the report sets out to achieve the following objectives:

- To define the process for taking the study forward
- To identify the potential funding sources and associated costs
- To report on the outstanding research areas from stage 4(a)
- To make recommendations on the way forward

2.0 PROCESS FOR TAKING STUDY FORWARD

2.1 At the study steering group meeting of 12 May 2003, members resolved to establish a company limited by guarantee with charitable status, hereafter referred to as a 'company with charitable status' (CCS) as the preferred legal structure for taking the study forward.

2.2 A working group involving volunteers from the steering group has met twice to date to consider the process and issues associated.

Appendix B details the proposed brief and timescale for the next stage of the process, hereafter referred to as the 'project planning stage', as recommended by the group. It should be noted from the timetable in appendix B that the proposed completion date for the next stage is October 2004, with the submission of a planning application.

2.3 In summary, the principle building blocks associated with the proposed project planning stage are as follows:

- Establishing a shadow Board (SB)
- Appointing a development officer (DO)
- Producing a detailed business plan

The following three sections explore each of these elements in more detail.

3.0 ESTABLISHING A SHADOW BOARD

3.1 The overall role of the shadow Board (SB) is to lead and manage the process of establishing the CCS, as defined in the proposed terms of reference in appendix C.

3.2 The recommended good practice [5] is for potential employees and consultants to not be members of the SB, but rather act as advisers. The rationale being to establish a division between policy making (ie. those with governance role) and implementation (ie. those with management/ operations role), which will function once the CCS is incorporated and Board and staff appointed.

3.3 The good practice guidance [5] goes on to recommend that ideally the SB should 'shadow' the mix of representation likely on the final CCS Board. Useful qualities of both shadow and CCS Board representatives are recommended as follows:

- Strong commitment and vision of what the CCS may do
- Integrity and concern for the community as a whole
- Willingness to listen to the ideas of others, and involve them
- Acceptability to/ representation of public, private or community interests, or influence with these
- Ability to provide and/ or bid for and secure funds and other resources
- A mix of the main governance and management competences for the CCS, eg. finance, project development, business management
- Skills relevant to the work of the CCS, eg. tourism/ leisure/ sports facility management, land management, marketing

3.4 With the above guidance in mind, clause 3.4 of the proposed terms (appendix C), identifies the following organisations and interests as SB members, with each nominating a single representative to sit on the SB:

- Arlesey Community Safety Group
- Arlesey Town Council
- Bedfordshire County Council
- Hertfordshire County Council
- Letchworth Garden City Heritage Foundation
- Mid Beds District Council
- North Herts District Council
- Stotfold Town Council
- Landowners consortium
- Water users consortium

3.5 With the aim of restricting the SB's size to a manageable level (recommended at no more than 12 people [3]), the various landowning and water sports interests associated with the study area are invited to organise themselves respectively into two consortia, each with a nominated representative to sit on the SB.

3.6 It should be noted that the proposed composition of the SB does not necessarily reflect the composition of any final CCS Board.

3.7 If feasible, it is proposed that the first meeting of the SB is scheduled for September 2003 to consider and agree the following items:

- SB terms of reference (appendix C)
- Project planning stage – brief and timetable (appendix B)
- DO brief and tendering arrangements (appendix B)

4.0 APPOINTING A DEVELOPMENT OFFICER

4.1 The good practice guidance [5] recommends the appointment of a development officer (DO) to support the SB in managing the project planning process and establishment of the CCS, as outlined in section 2.0 above.

4.2 The role of the DO is to have executive responsibility for leading and managing the project planning process. A summary of the key responsibilities of the DO post and associated areas of consultancy support required in undertaking the project planning stage of the process is included in appendix B.

4.3 The DO will be appointed on a consultancy basis in October 2003, under a contract let by Mid Beds District Council, on behalf of the SB. The DO post will be managed by the SB and then, once the CCS is established, by the CCS Board.

4.4 Once the DO's responsibilities are complete, which in terms of the proposed brief in appendix B, is with the submission of the planning application in October 2004, the CCS will need to review its professional support requirements and decide whether, in light of this and budget availability, it would be more cost-effective to continue to operate using consultants or to appoint permanent staff.

5.0 PRODUCING A DETAILED BUSINESS PLAN

- 5.1 The detailed business plan is the key planning document setting out the strategy by which the CCS will achieve its overall aim of developing and running a managed countryside leisure facility serving the local community in accordance with the feasibility study framework. An outline of the key elements of the proposed plan, taken from the best practice guidance [5] is included in appendix D.
- 5.2 The plan will include a phased project development plan based on a detailed feasibility and sustainability assessment of the various development options identified as being acceptable in principle in planning terms, in both appendix G of the stage 4(a) report [4] and section 7.1.2 of this report.
- 5.3 The business plan will be used to support funding bids and form an important component of the planning application, in terms of demonstrating the sustainability, market and community need and overall viability of any proposed developments.
- 5.4 According to the proposed brief and timetable in appendix B, the business plan is to be prepared by the DO and specialist consultants, under the management of the SB, by July 2004..

6.0 LEGAL ISSUES

The following section highlights the principal legal issues associated with the process of establishing and running the proposed CCS.

6.1 Company incorporation

- 6.1.1 The SB will be responsible for registering the CCS, with the Registrar of Companies (RoC), as a company limited by guarantee. This process involves submitting two copies of the company constitution, ie. 'memorandum of association' and 'articles of association' (section 6.3), together with RoC Forms 10 and 12. The registration process takes two to three weeks

provided there are no complications and the registration fee is £20. All forms are available free of charge from Companies House at www.companieshouse.gov.uk or tel. 0870 3333636.

- 6.1.2 As a company limited by guarantee, there are no shareholders and all profits are reinvested in the company. All members must guarantee to pay a nominal sum (usually £1, and almost always no more than £5) if the organisation becomes bankrupt. This means the liability of individual members (people with a right to vote at an annual general meeting) and board members (also known as 'board of directors') is restricted to the amount they agree to guarantee (ie. between £1-5).
- 6.1.3 Under company law the board of directors is responsible for running the company. The directors generally have no personal liability unless they:
- Act fraudulently
 - Act in breach of trust; or
 - Continue to run the company when they know/ ought to know it has no reasonable chance of avoiding insolvent liquidation
- 6.1.4 The CCS has the ability to insure directors against personal liability for acting in breach of trust or wrongful trading by including it as a clause in the constitution (section 6.3), provided it doesn't involve a deliberate breach, criminal activity or recklessness.
- 6.1.5 Although most companies have to use the word 'Limited' as part of their name, the majority of CCS are exempt from this requirement, by submitting a statutory declaration Form 30(5)(a) to RoC (available from Companies House – see 6.1.1).

6.2 Charity registration

6.2.1 Once the organisation is successfully incorporated as a company limited by guarantee (section 6.1), the SB will also need to register it as a charity by submitting forms APP1 and DEC1 and one copy of the company constitution (ie. memorandum and articles of association) to the Charities Commission. These forms are provided free of charge by the Commission as part of the charity registration application pack available free of charge from www.charitycommission.gov.uk or 0870 3330123.

6.2.2 A company can only be registered as charitable if all its aims and objectives as stated in its constitution (section 6.3) are charitable, as assessed by the Charities Commission. The Commission currently recognises the following six charitable objects:

- The relief of poverty
- The advancement of religion
- The advancement of education
- Other purposes beneficial to the community
- Relief of unemployment
- Urban and rural regeneration

6.2.3 More details on each of these charitable objects is provided in Charity Commission guide CC21 available free of charge with the charity registration application pack (section 6.2.1).

6.3 The constitution

6.3.1 The constitution is the legal document that sets out the rules for governing an organisation. Broadly a constitution has the following sections:

- Name of the organisation
- Aims, objectives and beneficiaries and area of benefit
- Powers
- Procedures and rules for running the organisation (ie. membership, meeting structure, management committee and keeping financial accounts)
- Alterations to the constitution
- Dissolution

6.3.2 To register as a charity, all objectives written in the constitution must be recognised by the Charity Commission as being charitable.

6.3.3 The constitution of a CCS consists of two parts:

- Memorandum of association, which contains the company's aims, powers and liabilities; and
- Articles of association, which contains the company's rules, including electoral and accounting procedures

6.3.4 The constitution should lay down the procedure for keeping accounts and state that any funds raised will only be used for the organisation. It should also state that the accounts must be audited or examined by an independent source in accordance with legal requirements and include a clause which gives members the power to dismiss auditors.

6.3.5 The Charity Commission has produced a model constitution for organisations wishing to register as a company limited by guarantee (ref. GD1). This should be used as a framework upon which to draft a constitution which meets the specific needs of the proposed CCS. When drawing up the constitution, appropriate legal advice should also be sought from a solicitor with experience in establishing CCS.

6.4 Roles and responsibilities

6.4.1 The constitution should specify the 'officers' needed and the procedures for electing them. All CCS are legally required to appoint a 'company secretary'. This position can be filled by either a paid employee or member. In addition, most charitable companies also appoint a chair, committee secretary and treasurer.

6.4.2 Appendix E provides a summary of the roles and responsibilities of Board members and 'officer' positions, taken from a published guide on voluntary sector law [6]. As a registered CCS, all Board members should also familiarise themselves of the responsibilities of charity Trustees. A guide (ref: CC3) to these is available free of charge from the Charity Commission (section 6.2.1)

6.4.3 Once incorporated, the CCS will be required to:

- Submit annual returns and accounts to the RoC and Charity Commissioners, for which there is a charge, £20, and these are open to the public.
- Keep registrars of members, directors and company secretaries available for public inspection
- Notify RoC whenever a committee member leaves or a new one appointed, or a members personal details change
- Notify RoC if they enter into a legal charge (eg. bank loan)

6.4.4 At the management committee's first meeting, the agenda should include the following items:

- Election of officers
- Address for administrative purposes
- Bank accounts (opening an account and appointing signatories)

- Insurance (prior to taking on any legal responsibilities)
- Premises (if required to lease/ own premises)
- Developing organisational policies (equal opportunities, environmental, health and safety, data protection, confidentiality)
- Co-option to the committee (if needed)
- Membership
- The financial year (unless specified in constitution)
- Auditors (appointment)
- Letterheads and other printed material (must define legal status, charity number and give address of registered office)
- Delegating powers
- AGMs (fix date – must be within 18 months of incorporation)
- Taking over from shadow Board (eg. liabilities, staff, equipment)
- Appointment of staff (if needed)

6.4.5 Appendix F provides a summary of the key actions associated with CCS's first meeting and 'annual general meeting' (AGM). This information has also been extracted from the guide referred to in section 6.4.1 [6].

6.4.6 Management committee and sub committees

6.4.7 The good practice guide [5] recommends that the CCS Board appoints a management committee, to manage the company affairs between general meetings (ie. members meetings). CCS are legally required to hold at least one general meeting a year (AGM), which all members with voting rights are entitled to attend and at which members can vote.

6.4.8 The constitution should include a clause stating how many people should sit on the management committee and how long someone should remain in office once appointed. The

constitution should also allow the committee to co-opt additional committee members, in order to introduce specific skills or perspectives on to the committee.

6.4.9 The constitution should also allow the management committee to appoint sub committee's to deal with specific topics, such as finance, staff or service activities.

6.4.10 Any sub-committee should be given clear instructions on their purpose, how they should operate, the extent of their decision making powers, how often they should meet and how they should report back to the Board.

6.4.11 Any changes in committee membership must be recorded in the register of committee members. Companies House needs to be notified if a committee member leaves and the company secretary must update the register and send details of any changes within 14 days to Companies House using the following forms (available free of charge from Companies House (section 6.1.1)).

- Form 288a (new committee members)
- Form 288b (resignations)
- Form 288c (changes in personal details)

6.4.12 There is no legal bar to committee members being users of the CCS's services, but the Charity Commission advises that user Board members be excluded from taking any part in decisions directly affecting their interests. The Commission recommends that, as a guide, service users should make up no more than a third of any CCS Board.

6.5 Company trading

6.5.1 As a registered charity, there are some restrictions on the trading activities a CCS can carry out. The Charity

Commission has published guidance on this in its leaflets: Charities and Trading (CC35) and Charities and Contracts (CC37), available free of charge from the Charities Commission (section 6.2.1)

6.5.2 Where a CCS is unable to carry out certain trading itself, it can set up a subsidiary trading company, ie. company limited by share, where the CCS the sole share holder. In order to satisfy the Commission, the following requirements must be met:

- The CCS must have the power to purchase shares in a private company as part of its constitution
- The trading venture must not be too speculative
- There must be some clear benefits to the charity in having the trading subsidiary, ie. reasonable expectation of profit and income
- The two organisations must have separate bank accounts
- There must be no subsidy of the trading company by the CCS
- Profits should be covenanted back to the charitable company

6.5.3 To stop the trading subsidiary going its own way, it is important that it is linked closely with the CCS through the appointment of joint directorships. Where the two company's share staff, it is important that the work done can be clearly attributed.

6.5.4 The CSS should seek appropriate legal and accountancy advice before establishing a subsidiary trading company, as there are often complex legal and tax implications associated.

6.6 Local authority influenced companies

6.6.1 In 1989, the Local Government and Housing Act introduced controls on local authorities' interests in companies to prevent them from carrying out activities which they are prohibited from doing themselves.

6.6.2 A company is considered to be 'local authority influenced' and therefore subject to these controls, if it has a 'business relationship' with the local authority (section 6.6.3) and:

- at least 20% of its management committee or board of directors are people 'associated with the local authority' (section 6.6.5)
- at least 20% of those with voting rights at a board or management committee are people 'associated with the local authority'
- at least 20% of the voting rights of all members entitled to vote at a general meeting are 'people associated with the local authority'

6.6.3 An organisation has a 'business relationship' with the local authority if:

- Within a period of 12 months, more than half of its turnover is associated with the local authority; or
- More than half of its assets originated from the local authority
- It occupies land provided by the local authority on terms lower than the commercial rate

6.6.4 Where a company has links with more than one local authority, to establish whether the business relationship test (6.6.3) is satisfied in this situation, the total contributions of all local authorities and the total % representation of all local authorities

whose contributions are taken into account in this calculation will need to be taken into account.

6.6.5 A person is 'associated with the local authority', if he/ she:

- Is or has been a local authority councillor within past four years
- Is currently an employee of the local authority
- Is currently and employee or director of a 'local authority controlled organisation'

6.6.6 To minimise the risk of being considered 'local authority influenced', the SB for the Blue Lagoon project should seek appropriate legal advice in appointing local authority representation on the Board/ management committee and if it exceeds the 20% threshold then to ensure:

- The business relationship tests do not apply
- Any local authority contracts make clear that the CCS retains independence in setting financial and operational policies

7.0 PLANNING AND PROPERTY ISSUES

This section examines the planning and property tenure negotiation issues associated with taking the Blue Lagoon project forward.

7.1 Planning

7.1.1 A working group involving representatives from the local planning authority (Mid Beds District Council) and study steering group met on 5 June 2003 to consider planning issues arising from the stage 4(a) report.

7.1.2 In reviewing the report's development options appraisal, the local planning authority representatives on the group identified

the following options as worthy of further investigation, provided they didn't act as destinations in their own right, ie. were not 'standalone' developments. The number references used below correspond with those used in the development options appraisal table in appendix G of the stage 4(a) report.

- Land based options: 3, 7, 8, 14, 16, 27, 30, 34, 35, 42, 46, 49, 50, 54; and
- Water based options: 11, 12

The representatives also agreed that the use of land for winter storage of caravans was also worthy of further investigation. :

7.1.3 The working group agreed that the following development options were unacceptable in planning terms and so not worthy of further investigation:

- Land based options: 11, 13, 33, 47, 48, 51, 60, 63

7.1.4 The representatives also identified the following design elements as being of critical importance in securing planning support for any built development plans within the Blue Lagoon study area:

- Low rise structure to minimise landscape impact
- Break up visual bulk of building
- Creative design
- Balance creative design aspirations with cost
- Meet sustainability criteria, including energy use

7.1.5 They also highlighted the need for any development plan to:

- Meet the local planning authority's supplementary planning guidance (SPG), including 'Design and Construction' and 'Wildlife and Development'.

- Spell out the community benefits, including addressing current land management issues (eg. health and safety, vandalism, environmental disturbance)

7.1.6 In terms of any resulting planning application, the representatives recommended that a 'full', as opposed to 'outline', application should be submitted together with the following supporting documentation:

- Business plan, including comprehensive development plan showing all proposed development stages in outline
- Detailed plans for all stage one elements
- Highway assessment and travel plan
- Ecological assessment
- Landscape assessment
- Drainage plans (to the satisfaction of Anglian Water, Environment Agency, Beds and River Ivel Internal Drainage Board)

7.2 Property negotiations

7.2.4 Ultimately the success of the project is dependent on the CCS being able to secure reasonable tenure arrangements on the property required for any proposed development plan.

7.2.5 Where possible the preferred tenure arrangement is for the CSS to acquire the freehold of any required property. However, where this is not feasible, CCS will seek to negotiate a reasonable leasehold period. The third and least preferred option, due to the lack of security it affords, is for CCS to enter into a licence agreement.

7.2.6 As the development plan is likely to involve having to negotiate with more than one landowner/ tenant, the preferred approach is for all affected landowners/ tenants to enter into a consortium agreement with the CCS, with the aim of overseeing the

development of the project, while protecting the interests of all parties involved.

7.2.7 The apportionment of costs and income arising out of any consortium agreement is proposed to be done on a ratio basis, based on the area of each party's landholding interest involved. Should the CSS cease to exist or there be a material breach of any terms of lease, then the land and buildings shall revert to the consortium.

7.2.8 In terms of negotiating on property already covered by a secured tenancy agreement, such as Bedfordshire County Council's County Farm Estate holding, any proposal will require the full support and agreement of both the tenant and landlord.

8.0 RESOURCE REQUIREMENTS

This section outlines the costs associated with the project planning stage of the Blue Lagoon project, including the potential funding sources and the anticipated cost of obtaining such funds.

8.1 Planning stage costs

8.1.1 Appendix G outlines the principal planning stage costs using 'best guess' estimates, as an indicative guide for initial budgeting purposes. The total estimated cost of this stage, ie. of establishing the CCS, developing the business plan and submitting the planning application and all supporting documentation, is £178,050.

8.2 Funding sources

The principal funding sources available to support the planning stage of the project are as follows:

8.2.1 Fairfield redevelopment plan section 106 agreement

8.2.1 The local planning authority has indicated that the funds committed under the Fairfield redevelopment plan section 106 agreement towards the creation of a country park facility focused on the Blue Lagoon could be legitimately used towards costs associated with the planning stage of the project. These funds currently amount to approximately £49k, including a recently agreed additional £5k contribution.

8.2.2 The local planning authority has invited a proposal in writing for the use of these funds towards the project planning stage.

8.2.3 Sponsoring organisations

8.2.4 In view of the significant community benefits anticipated to flow from the resulting Blue Lagoon project, consideration should be given to exploring potential financial contributions from the following 'public sector' bodies currently associated with the study:

- Mid Beds District Council
- North Herts District Council
- Bedfordshire County Council
- Hertfordshire County Council
- Letchworth Garden City Heritage Foundation
- Arlesey Town Council
- Stotfold Town Council

8.2.5 Government agency

8.2.6 Sport England has recently announced that, due to reduction in lottery income, it has been forced to cease all future Sports lottery funding bids and, with effect from 1 April 2004, will only have two available funding streams - national and community - with decision making on the latter being devolved to the regional

level. Application forms and further details on these two streams to be available from 1 January 2004.

8.2.7 The Countryside Agency's grant funding tends to be limited and focused on supporting innovative projects and programmes linked to its corporate priorities which include using the countryside around towns to meet the recreational and leisure needs of the urban based community. It is also involved in a Government supported initiative to support the re-investment in country park facilities. Given this, further research should be undertaken to establish the Agency's grant funding potential.

8.2.8 Given the economic benefits likely to arise from the proposed development plan, in terms of diversification of agricultural based businesses and tourism development, consideration should be given to exploring grant funding potential from both: East of England Development Agency (EEDA) and Department of Environment, Farming and Rural Affairs (Defra).

8.2.9 Lottery bodies

8.2.10 With the freezing of the Sports lottery fund, there are no apparent obvious lottery grant funding sources available to assist with the project planning stage.

8.2.11 Charitable grant giving trusts and other potential funders

8.2.12 There are an enormous number of national and local charitable grant giving trusts and foundations, whose details are registered on a number of national directories. To help with researching project funding potential, contact should be made with Mid Beds Council for Voluntary Services (midbedscvs@care4free.net) and Beds Funding Advice Bureau (bfab@bedfordshirefunding.org.uk), both of whom provide a free funding advisory service to local voluntary bodies.

8.2.13 In kind contributions

8.2.14 Research undertaken by the working group charged with exploring the process for taking the study forward has revealed that there are several bodies which offer professional services to voluntary organisations free of charge, including The Cranfield Trust, Business Community Connections and Cambridge ProHelp. Details on these various services and how to access them is provided at www.professionals4free.org.uk.

8.2.15 In addition to these sources, there may be areas of professional support available free of charge from the recommended SB membership (section 6.2.4).

8.2.16 Although such services would be available at no financial cost and enable the project to access skills, knowledge and expertise that would otherwise be unobtainable (if resources are unavailable to commission consultants), the use of volunteer professional services does raise the following potential disadvantages if not properly managed:

- Slippage caused because voluntary work takes lower priority for the professional or their employer
- Standard and quality of work may not match expectations

The following website provides useful guidance on how to commission and manage voluntary professional services to ensure maximum effectiveness www.bconnections.org.uk and www.employeevolunteering.org.uk.

8.3 Cost of funding

8.3.1 The anticipated cost of securing the above grant funding sources, is dependent on whether the funding bid research and production is undertaken as an in kind contribution (eg. by SB board members) or by fee charging consultants.

8.3.2 In terms of the latter, the Ivel and Ouse Countryside Project has a proven track record in securing external grant funding and would be willing to tender to provide fundraising support to the SB at a day rate of £210, on a 'no win: no fee' basis. Every effort would be made to build in to any bid, the cost of fundraising support.

8.4 Consultants

8.4.1 Appendix H provides a list of consultants, who, during the course of this feasibility study, have been identified as providing potential services which may be of use in the project planning stage. The inclusion on the list should in no way be read as a professional recommendation or approval of that particular consultant.

8.4.2 In addition to those in appendix H, the following offers a comprehensive range of development consultancy services and operational management advice with specialist skills and experience in leisure, tourism, catering, recreation and sport:

Planning Solutions Ltd
49A Market Parade
Havant
Hants PO9 1PY

info@pslan.co.uk
www.pslan.co.uk

9.0 OUTSTANDING FEASIBILITY STUDY WORK

This section reports on the outstanding areas of feasibility study work undertaken since the completion of stage 4a).

9.1 Water quality

9.1.1 In May 2003, a consultant was commissioned to undertake analysis of the waters of the Blue Lagoon in accordance with the Bathing Waters (Classification) Regulations 1991. The aim

of the analysis was to ascertain whether the water in the Lagoon meets the statutory minimum requirements for Bathing Water in accordance with Statutory Instrument 1991 No.1597. A copy of the consultant's report is included in appendix I.

- 9.1.2 The results, based on samples collected from the two locations proposed for the creation of swimming areas, show that the water passes all of the minimum requirements for bathing within the meaning of Article 1.2 of Council Directive 76/160/EEC as laid down in Statutory Instrument 1991 No.1597.
- 9.1.3 As the Regulations state that the tests are to be carried out at fortnightly intervals throughout the bathing season, an acceptable schedule for water quality testing would need to be established before the lagoon was open to the public for bathing and for the duration of any bathing season.

9.2 Caravan and camping

- 9.2.1 Both The Camping and Caravanning Club and The Caravan Club have confirmed their interest in principle to develop a high quality facility as part of any proposed development plan.
- 9.2.2 A copy of their respective responses to the questions raised in the consultant's letter of 21 March 2003 is included in appendix J.

9.3 Outdoor education

- 9.3.1 Appendix K provides a copy of a market research questionnaire sent out to outdoor education advisors for Bedfordshire and Cambridgeshire. As yet, the consultant has been unable to establish an outdoor education advisor contact for Hertfordshire to which to send the questionnaire to.

9.3.2 Although the Beds and Cambs contacts have both formally acknowledged receipt of the questionnaire, and appear enthusiastic over the outdoor education potential of the Blue Lagoon, no formal response has been forthcoming from either.

9.4 Utilities

9.4.1 Asset checks have been conducted for electricity, gas, water/ sewerage services, in order to establish the existing network of cables, pipes and associated service infrastructure within the Blue Lagoon study area. To date, results have been obtained for electricity, sewerage and water service assets.

9.4.2 Anglian Water (AW) has confirmed that it is able to provide a cost estimate for water supply once the type and number of facilities and scale of use has been established. In terms of sewerage provision needs, AW is able to assess the acceptability of detailed plans, including pipe specifications, but does not provide cost estimates.

9.4.3 To help with cost estimates for infrastructure development, including landscaping, AW recommends the use of Spons guides, which are available on CD Rom. These guides are revised annually and so can become quickly outdated.

9.4.4 AW has confirmed that it is able to accept ongoing maintenance liability for drainage/ sewerage infrastructure associated with public open space schemes under a section 104 agreement.

9.5 Blue Lagoon site management plan

9.5.1 A revised outline management plan has been produced for the Blue Lagoon County Wildlife Site (CWS) and adjoining land and is included as a supplementary report as part of stage 4(b).

9.5.2 The outline plan includes proposals for incorporating informal public access on foot only to the south-eastern corner of the CWS, in accordance with recommendations made by the County Ecologist. To minimise erosion and damage to ground flora within this area, the plan proposes a network of waymarked footpaths, the exact position of which to be dictated by the ground conditions, avoiding areas of high floristic value.

9.5.3 The plan also proposes a number of new management measures in accordance with recommendations made by the County Ecologist:

- Creation of chalk grassland habitat by stripping topsoil and encouraging seeding of chalk grassland species on set aside land adjoining Blue Lagoon
- Reprofile lagoon sides to create more gentle slopes with shallow underwater margin to reduce wave action erosion and increase wetland habitat diversity
- Creation of footpath link along foot of eastern cliffs

10.0 CONCLUSIONS

This section details the conclusions to be drawn from this report:

- 10.1 This report completes the work commissioned by ACSG in accordance with the original [7] and revised feasibility study briefs [7]
- 10.2 The three key building blocks for taking the study forward is the: establishment of a SB, the appointment of a DO and the production of a detailed business plan.
- 10.3 The role of the SB is to establish the CCS through the appointment and management of the DO and specialist consultants.

- 10.4 The role of the DO is to lead the establishment of the CCS and production of the project planning application and supporting documentation in accordance with brief and timetable in appendix B.
- 10.5 The process for taking the study forward, in terms of the proposed project planning stage, is outlined in the recommended SB terms of reference (appendix C) and planning stage brief/ timetable (appendix B).
- 10.6 The landowners and water users within the study area should form consortium to represent their interests in the development of this project more effectively
- 10.7 There is an opportunity for the SB to use section 106 agreement funds from the Fairfield redevelopment scheme and to bid to other funding sources to meet the planning stage costs
- 10.8 All SB and CCS Board members should familiarise themselves with their respective roles and responsibilities and the rules and regulations governing CCS activities
- 10.9 The CCS constitution needs to reflect the needs of the organisation.
- 10.10 The feasibility study provides the necessary foundation for taking the project forward, in terms of providing the SB/ CSS with a framework and agenda for the detailed planning stage.

11.0 RECOMMENDATIONS

The following recommendations are made in light of this report:

- 11.1 To endorse this report as the satisfactory completion of the feasibility study
- 11.2 To support the establishment of a SB in accordance with the proposed terms of reference (appendix C)

- 11.3 To support the recruitment and appointment of a DO to commence work on the planning stage in October in accordance with the proposed planning stage brief (appendix B)
- 11.4 To support the production of a detailed business plan in accordance with the framework provided in appendix B and D.
- 11.5 To support the SB and proposed DO in the adoption and delivery of the proposed planning stage brief (appendix B)
- 11.6 To support the SB in identifying and securing consultants to undertake specialist areas of work in accordance with the brief (appendix B)
- 11.7 For each proposed SB member to nominate a representative to sit on the SB.
- 11.8 For all SB/ CCS Board members to familiarise themselves with the guidance on responsibilities of Directors and charity Trustees and the rules and regulations governing CCS activities
- 11.9 To support the SB in producing a constitution which meets the needs of the organisation
- 11.10 To invite landowners/ tenants and water users to establish consortia to represent their respective interests
- 11.11 To support the use of the Fairfield redevelopment plan Section 106 Agreement country park creation fund to help meet the costs of the project planning stage
- 11.12 To invite individual steering group members to identify whether they would be willing, in principle, to make a financial/ in kind contribution towards the project planning stage
- 11.13 To invite the SB to adopt the outline management plan for the Blue Lagoon CWS and adjoining land

- 11.14 To invite the SB to maintain an ongoing dialogue with the local planning authority and with all other potential partners

- 11.15 To invite the SB to adopt the feasibility study as a framework upon which to produce the detailed business/ development plans

REFERENCES

- [1] IVEL VALLEY COUNTRYSIDE PROJECT, 'Feasibility Study: Blue Lagoon, Arlesey – Stage 1 Report, April 2002
- [2] IVEL AND OUSE COUNTRYSIDE PROJECT, 'Feasibility Study: Blue Lagoon, Arlesey – Stage 2 Report; Situational Analysis, Sept 2002
- [3] IVEL AND OUSE COUNTRYSIDE PROJECT, 'Feasibility Study: Blue Lagoon, Arlesey – Stage 3 Report: Outline Proposals, Jan 2003
- [4] IVEL VALLEY COUNTRYSIDE PROJECT, 'Feasibility Study: Blue Lagoon, Arlesey – Stage 4(a) Report: Implementation Plan, May 2002
- [5] WILCOX, D, 'THE GUIDE TO DEVELOPMENT TRUSTS AND PARTNERSHIPS', 1998
- [6] LONDON VOLUNTARY SERVICE COUNCIL, 'Voluntary but not Amateur' (6th Edition), October 2000

7.0 CONCLUSIONS

This section details the specific conclusions to be drawn from the work on stage 4(a), together with an overall set of conclusions drawn from the study as a whole, ie. stages 1-4(a) inclusive.

7.1 Stage 4(a) conclusions

- 7.1.1 A staged development plan is required to take the study forward based on further research into the development opportunities appraised in the report. The initial focus of the development plan should be on establishing the proposed basic core elements (section 4.1.7).
- 7.1.2 Further additional work is required, at the detailed design stage, into the following areas:
- a) Appraising the potential development options in terms of their associated costs/ income generating potential, planning position and environmental/ community impacts
 - b) Scale of visitor facilities (eg. car park, water sports/ visitor centre) to be provided based on calculations of their expected carrying capacity, visitor use, traffic flows.
 - c) Water sports/ visitor centre design, in accordance with the principles and uses outlined in this report (section 4.3.4/ appendix J)
- 7.1.3 Subject to the results of the water quality test, the development of a public beach/ swimming area is considered feasible in practice, but requires significant 'cut and fill' in order to create the facility and avoid encroaching on the lagoon's existing water area. The financial cost of developing and managing such a facility would need to be assessed against the indirect income it

would generate and the level of community benefit it would provide.

7.1.4 A time/ spatial zoning plan needs to be developed for the Blue Lagoon in order for it to be able to safely accommodate the range of water based activities under consideration.

7.1.5 Lone working within/ outside the centre is considered acceptable, in health and safety terms, provided the procedures, as recommended by the Urban Parks Forum, are adopted and followed.

7.1.6 Establishing a Company Limited by Guarantee with charitable status is considered the preferred legal structure for taking the study forward.

7.2 Overall study conclusions

7.2.1 On the basis of the work undertaken to date, the development of a managed sustainable leisure facility serving the local community is considered feasible subject, to a more detailed examination of the planning policy and capital/ revenue implications associated with the potential development opportunities identified.

7.2.2 Such an examination, together with any other necessary detailed assessment work (section 7.1.3), is considered outside the scope of the study and can only be realistically undertaken by the organisation responsible for taking the study forward.

7.2.3 In pursuing these potential development opportunities, a balance must be maintained between maximising revenue generation potential and meeting community need.

7.2.4 The study provides a strong launch platform for the recommended organisation to proceed, enabling it to 'hit the ground running' and to make decisions with a high degree of confidence in their results.

7.2.5 The study has been developed with the full support and involvement of the key stakeholders, including the area's landowners, tenants and licensed users. It is essential that this open, democratic and inclusive approach is adopted and continued by the organisation charged with taking the process forward.

7.2.6 With the exception of ACSG's Arlesey household survey, there has been limited opportunity for the wider community to input to the study. With the imminent conclusion of this phase of the process, consideration should be given, as to whether there is a further need to consult/ inform the local community on the study outcome.

8.0 RECOMMENDATIONS

The following recommendations are made in light of the findings of this report and of the study as a whole:

- 8.1 To establish a Company Limited by Guarantee with charitable status with responsibility for taking the study forward in accordance with the framework provided by the study and with the continued involvement and support of all stakeholders.
- 8.2 To instruct IOCP to undertake the work on stage 4(b) as outlined in appendix A of this report.
- 8.3 To specify the community consultation/ information giving process to be undertaken on the study outcome and proposed way forward.'

APPENDIX B:
Project Planning Stage - Outline Brief

1.0 INTRODUCTION

- 1.1 The following represents an outline brief for the 'project planning stage' of a project to establish a managed countryside leisure facility focused on the Blue Lagoon, Arlesey, in accordance with the recommendations of the recently completed feasibility study.
- 1.2 The brief is designed to be used in the appointment of a Development Officer (DO), who will be responsible for supporting the Shadow Board (SB) and subsequently the incorporated company Board, in achieving the following objectives associated with the development planning stage of the project.

2.0 OBJECTIVES

- 2.1 To produce a comprehensive development plan, including supporting business plan.
- 2.2 To secure the necessary legal contracts to enable the development plan to be implemented, including land conveyance, lease and/ or licence agreements.
- 2.3 To obtain planning permission and any other necessary consent associated with the development plan.
- 2.4 To secure the finance required to cover the development planning costs associated with the project.
- 2.5 To launch a company limited by guarantee with charitable status, hereafter referred to as a 'company with charitable status' (CCS) with responsibility for taking forward all aspects of the project.

3.0 PROCESS

- 3.1 The DO will be appointed by SB on a consultancy basis using an agreed system of tendering. The key responsibilities of SB and DO are outlined in section 4.3/ 4.4 respectively. SB has powers to establish committees reporting to it with terms of reference to cover specific aspects of the project planning stage.
- 3.2 Once appointed, DO will be responsible for advising and supporting SB/ committees in the appointment of all consultants, including the production of briefs/ contracts for all areas of consultancy work. All consultants will be appointed by SB using an agreed system of tendering, although in some circumstances consultants or advisors with specific skills or background will be engaged directly. Prior to the establishment of CCS Board, MBDC will act as the contracting body, on behalf of SB, for all consultancy work associated with the project planning stage.
- 3.3 DO will establish a 'project team' led approach, managing and coordinating the input of all consultants in accordance with a project brief, including timescale and budget, agreed by SB.
- 3.4 Pending establishment of CCS, DO will report to SB as necessary throughout the planning stage of the project, ensuring that SB is kept abreast of progress and is able to make decisions relating to strategy, policy and finance.
- 3.5 At the earliest opportunity SB will handover responsibility for decision making concerning the project planning stage to CCS. All instructions/ decisions surrounding landowner/ tenant negotiations and obtaining necessary planning consents (ie. objectives 2.2, 2.3) will be made by CCS, once incorporated. SB will restrict its activity to pursuing objectives 2.1, 2.4, 2.5.
- 3.6 A schedule outlining the project planning stage schedule and associated activities is included in appendix A.

4.0 CONSULTANCY SUPPORT

4.1 The following table summarises the key areas of consultancy service required in the planning stage of the project. It should be noted that there may be consultants who are able to provide more than one of the specified service areas.

Services (in alphabetical order)	Key technical support areas
Accountancy	Financial planning and viability assessment
Alternative energy	Advise on cost-effective energy conservation measures, including sustainable drainage/ water treatment systems
Archaeology	Undertake archaeological 'watching brief' and if necessary field investigation associated with any earth movement/ excavations
Architect/ building design	Design drawings of visitor/ water sports centre and any other built form
Community development	Facilitate community consultation/ involvement in development planning process
Graphic design/ printing	Production of communication/ promotional material
Development Officer (DO)	See section 4.4 below
Drainage engineer	Production of drainage plans and technical advice
Ecology	Production of ecological appraisal of proposed development area
Interpretation design	Production of interpretation plan
Highway engineer	Production of highway assessment and travel plan, including access road/ path and car park specifications
Land agent/ surveyor	Undertake valuations and secure acquisition/ lease/ licence agreements with landowners, tenants

Landscape design	Production of landscape impact assessment and landscaping plan
Legal advisor	Representing legal interest of company in negotiations over contracts associated with land conveyance, lease or licence agreement. Draw up legal documents associated with incorporation of charitable company
Marketing	Production of marketing plan, based on market assessment
Planning	Advise on all planning related issues, negotiate with local planning authority and provide specialist planning input to planning application
Quantity Surveyor	Advise on construction specifications, quantities and cost rate estimates
Structural, mechanical, electrical engineer	Production of engineering assessments and plan drawings associated with any built development
Water sports centre/ lake management	Advise on design, use and management of centre and lake, including production of zoning plan

4.2 A list of consultants will be drawn up and invited to tender for key service areas (ie. contracts with a net value of over £5k) as agreed by SB/ CCS. For non-key areas, DO has delegated powers to appoint consultants/ advisors on a reasoned judgement basis, without following the tendering process. The DO will be responsible for researching and drawing up all tendering lists and documentation.

4.3 The key responsibilities of the SB are summarised as follows:

- Act as 'shadow Board' (SB) for company with charitable status (CCS)
- Appoint Development Officer (DO) and consultants/ advisors for key areas as necessary
- Agree consultancy briefs/ tender documentation

- Lead/ manage 'project planning stage', including managing DO position
- Agreeing vision, business plan
- Agreeing project budget
- Participating in workshops to develop project ideas
- Developing bid documents to secure necessary funding
- Determining constitution of the CCS and membership of the CCS Board
- Register company and seek charitable status
- Recruit the CCS Board and support 'handover' process
- Support DO in identifying funding sources and developing bid documentation

4.4 The key responsibilities of the DO position are summarised as follows:



- Leading/ managing production of project development plan and associated supporting documentation as specified above, including business plan
- Identifying and commissioning specialist/ technical input as required, including drawing up consultancy briefs/ tendering lists and associated documentation for agreement by SB/ CCS Boards
- Managing all consultancy contracts in accordance with agreed briefs/ tender documents
- Servicing and reporting to SB/ CCS Boards on all aspects of the development stage
- Liaison with local planning authority, utilities and commercial partners, such as caravan and camping interests
- Securing funding through production of bid documents
- Production of project prospectus and other package of promotion/ communication material
- Drawing up and managing project budget, agreed by steering group
- Organising stakeholder project planning/ consultation events, including workshops and seminars
- Making presentations to potential funders/ supporters and stakeholder groups

- Understanding the boundaries of possible charitable company activity
- Identifying what support may lie in the public, private or voluntary sectors in terms of funding and participation in the CCS

5.0 OUTPUTS

5.1 The following represent the principal outputs to be delivered by DO in accordance with this brief:

- Detailed market/ cost/ revenue analysis of potential development options identified in study
- Design brief and architectural/ engineering drawings for visitor/ water sports centre, car park and associated infrastructure
- Sustainability appraisal, identifying impacts and proposed mitigation
- Geo-technical and geo-environmental assessment for initial development phase, including landscape, ecological and archaeological appraisals
- Highway assessment and travel plan
- Zoning plan for water sports use on lake
- Comprehensive development plan showing all project phases in outline, with phase 1 development elements presented in detail
- Outline business plan to support comprehensive development plan, together with detailed business plan for all phase 1 elements, including supporting financial, marketing and human resource strategies
- CCS incorporated and Board launched
- Legal agreements with landowners, tenants, licence holders
- Planning consent for development plan
- Project prospectus and other promotional material
- Funding agreements with stakeholders

Activity	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct
Shadow Board (SB)/ company with charitable status Board (CCSB) meetings	SB	SB	SB	SB		SB		CCSB			CCSB		CCSB	
8. Commence negotiations/ secure agreements with landowners, tenants and licence holders														
9. Work up and present draft planning application to Board for approval, including all supporting material														
10. Submit planning application to local planning authority														

APPENDIX C:
Shadow Board Terms Of Reference

1. Name and status

1.1 The name of the group is the 'Blue Lagoon Project Shadow Board'.

1.2 The group has no legal status.

2. Aim

2.1 The aim of the group is to support and guide:

- a) The production of a comprehensive development plan for a managed leisure facility serving the local community focused on the Blue Lagoon, Arlesey; and
- b) The incorporation of a company limited by guarantee with charitable status (hereafter referred to as 'the company') with legal responsibility for the plan's implementation and for the ongoing management of the resulting leisure facility.

3. Objectives

3.1 The objectives of the group are as follows:

- a) Briefing themselves on the nature of the company
- b) Defining the name of the company
- c) Recruiting and managing the Development Officer and specialist consultants in accordance with agreed briefs, contracts, budgets
- d) Participating in workshops to develop project ideas and a seminar to gain support for the company
- e) Developing the bid document

- f) Determining the constitution of the company and membership of the Board
- g) Recruiting consultants/ staff and organising the launch of the company
- h) To act as a 'shadow' for the Board of the company
- i) To secure the support of the local community and other stakeholders for the company and its development plans
- j) To assist with securing funds towards the development and implementation of the study
- k) To foster a strong and effective working partnership

4. Membership

4.1 Membership of the shadow Board will comprise of representatives from public, private and voluntary sector interests who are keen to be centrally involved with the emerging company.

4.2 A list of those interests invited to be represented on the shadow Board is provided below:

- Arlesey Community Safety Group#
- Arlesey Town Council
- Bedfordshire County Council
- Hertfordshire County Council
- Letchworth Garden City Heritage Foundation
- Mid Beds District Council
- North Herts District Council
- Stotfold Town Council
- Landowners consortium
- Water users consortium

4.3 Each organisation or interest is able to nominate one representative onto the shadow Board. Appropriate deputies will be able to attend in the nominee's absence.

- 4.4 The shadow Board will be able to invite other organisations or interests to join as members.
- 4.5 An organisation or interests membership can be terminated with immediate effect by writing to the chairman.

5. Meetings

- 5.1 A meeting shall consist of representatives from not less than five of the organisations or interests listed under 4.2.
- 5.2 The shadow Board shall meet at a time and place to be agreed at the previous meeting.
- 5.3 The shadow Board shall elect a chairman/ vice chairman at the inaugural meeting to serve for the duration of the shadow Board's existence.
- 5.4 The shadow Board shall elect a secretary at the inaugural meeting to provide secretariat services to the shadow Board. Written records of the shadow Board meetings will be kept and distributed to all members within two weeks of the associated meeting. This record will include attendees, date, venue and a record of all new and ongoing actions. Meeting records will be treated as draft, until the shadow Board at the next meeting has approved them for signing by chair.
- 5.5 The shadow Board shall elect a treasurer at the inaugural meeting to provide financial management services to the shadow Board.
- 5.6 The shadow Board shall be non-discriminatory in its operation.
- 5.7 The shadow Board will respect confidentiality of individuals within the community.

- 5.8 Meeting agendas will be drawn up by the secretary, agreed by the chairman and distributed to all members, along with any supporting papers, at least one week in advance of the meeting to which they relate. All members are able to submit items to the secretary for inclusion on the agenda, at least three weeks in advance of the meeting to which they relate.
- 5.9 The shadow Board will have the flexibility to invite others to attend meetings in response to a specific item or technical need.
- 5.10 Members will be expected to report the progress of the shadow Board to their respective organisations.
- 5.11 Members will be expected to declare all interests prior to any shadow Board debate or decision and subject to shadow Board consensus, will be required to desist from participating, and if necessary, to leave the meeting room.
- 5.12 Shadow Board meetings, including any supporting paperwork and written records, are to be open to the public, with the exception of those items deemed by the shadow Board to have an overriding commercial or personal confidentiality.

6. Decision-making

- 6.1 Decisions will be made by referendum, with each member having one vote and the chair a casting vote.

7. Dissolution

- 7.1 The shadow Board may be terminated after appropriate consultation between all parties.
- 7.2 The shadow Board will cease to function once the company has been incorporated and a Board of Directors appointed.

8. Alterations to the terms of reference

- 8.1 The chairman shall notify each member in writing of any proposed alterations to the terms of reference fourteen days prior to any meeting.
- 8.2 All members of the shadow Board shall agree any alterations to these rules and guidelines

APPENDIX D:
Proposed Business Plan Framework

APPENDIX E:
Roles and Responsibilities Checklist
(Ref. extract: 'Voluntary but not Amateur' [6])

APPENDIX F:
Committee Meetings Checklist
(Ref. extract: 'Voluntary but not Amateur' [6])

APPENDIX G:
Preliminary Costings for Planning Stage

Cost item	Estimate/ £
Production of business plan and supporting documentation:	
- Appoint development officer [1]	20,000
- Architectural, engineering consultancy [2]	80,000
- Other specialist consultancy support [3]	70,000
- Plans print and design	2,000
- Planning application registration	500
Sub total	172,500
Promotional material:	
- Portfolio (including leaflet) print and design	2,000
- Display material print and design	1,000
- Website design and maintenance	1,000
Sub total	4,000
Establishment of CCS:	
- Legal costs	1,000
- Registration costs	20
- Stationary print and design	500
- Insurance costs	1000
Sub total	1,550
Total cost	178,050

Notes:

- [1] Based on development officer working on consultancy basis 2 days/ week for 1 year
- [2] Consultancy costs associated with production of detailed plans for visitor/ water sports centre, based on those quoted for Forest Centre at Marston Moretaine, Beds
- [3] Based on consultancy input (taken from list in appendix C, section 4.1), excluding architectural and engineering associated with visitor/ water sports centre

APPENDIX H:**List of Potential Consultants**

Service	Consultants
Landscape design/ assessment	Landscape Partnership 15a St Cuthbert's Street Bedford [1] Hankinson Duckett Associates www.hda-enviro.co.uk
Development officer	Richard Melvern
Ecological assessment	Ivel and Ouse Countryside Project Andrews Ward Associates 17 West Perry Huntingdon Cambs PE18 0BX [1]
Visitor/ water sports centre architect	GHM Rock Townsend Exton Street London SE1 8UE [1] Hankinson Duckett Associates www.hda-enviro.co.uk
Visitor/ water sports centre development/ business plan	Ashley Godfrey and Peter Stephenson
Highway engineer	Bedfordshire County Council County Highways (Miriam Rincon)
Archaeologist	Albion Archaeology St Mary's Church St Mary's Street Bedford
Building construction/ engineering operations, quantity surveyor	Ashe Construction Ltd Ashe House Sharps Way Hitchin Herts SG4 0JA [1]
Community consultation	Ivel and Ouse Countryside Project

Notes:

- [1] Consultants who worked on development of Forest Centre and Millennium Country Park project at Marston Moretaine, Beds

**APPENDIX I:
Water Quality Report**

APPENDIX J:
Caravan and Camping Market Research Responses

APPENDIX K:

Outdoor Education Market Research Questionnaire

The following survey is being undertaken to determine current and future demand for outdoor education facilities in Beds/ Luton, Herts and Cambs.

Please complete the survey form provided below, expanding the 'answer' column cells as necessary.

Your answers will be used to inform the development of outdoor education facilities/ services within a new country park and water sports/ visitor centre on the Beds, Herts and Cambs county boundary at the Blue Lagoon, Arlesey (OS grid ref: TL197344).

CONTACT DETAILS	
Your name:	
Address:	
Tel no.	

	QUESTION	ANSWER
Q1.	How is the County's outdoor education services currently provided? <i>Please give names of organisations/ centres/ sites currently used</i>	
Q2.	Are these services provided on a contract tendering basis? <i>If answer 'yes', please go to Q3; if 'no', please go to Q4</i>	
Q3.	Please confirm length of current contract period? <i>Go to Q5</i>	

Q4.	If <u>not</u> let on a contract tendering basis, please specify how services are currently provided?	
Q5.	a) How is the outdoor education service funded? b) Who holds the budget? <i>Please give name and contact details</i>	
Q6.	a) What are the County's current/ future outdoor education needs? b) How does it plan to meet these needs?	
Q7.	Please put an 'X' against each of the listed activities/ facilities, for which you feel there is a market.	<ul style="list-style-type: none"> • Sailing • Windsurfing • Diving • Canoeing • Kayaking • Swimming • Climbing wall • Cycling • Mountain biking • Orienteering • Assault course • Other (<i>please specify</i>)
Q8.	Is the outdoor education service covered by a strategic plan? <i>If answer is 'yes', please confirm title and how to obtain copy?</i>	

Please return completed questionnaire by **6 June 2003** to:

Joel Carré
Ivel and Ouse Countryside Project
Biggleswade Library
Chestnut Avenue
Biggleswade
Beds SG18 0LL
joel.carre@bedscc.gov.uk

THANK YOU