

Report to the Leader of Gedling Borough Council

Subject: Richard Herrod Centre – Site Hand Over

Date: 1 May 2025

Author: Tom Fletcher

Wards Affected

Cavendish

Purpose

The purpose of this report is to seek approval to progress pre-enabling demolition works at the Richard Herrod Centre as part of the Carlton Active development, including approval to enter into a Licence to Occupy with Alliance Leisure Services Limited and Universal Civils and Build Ltd to enable site possession, security and pre-enabling works to proceed in a safe, controlled and legally compliant manner.

Key Decision

This is not a key decision

Recommendation(s)

THAT:

- 1. The Leader approves the hand over of the Richard Herrod site to contractors to enable pre-enabling demolition works and ensure site security as detailed within the report.**
- 2. The Leader delegates authority to the relevant Director, in**

consultation with the Portfolio Holder and the Monitoring Officer, to finalise and enter into the Licence to Occupy and any ancillary documentation necessary to give effect to this decision.

1 Background

- 1.1 In February 2026, Cabinet approved the RIBA Stage 2 design for the Carlton Active development and agreed to progress the scheme into RIBA Stages 3 and 4. That decision confirmed the preferred development approach, accepted the overall affordability position, and approved the closure of the Richard Herrod Centre with effect from 30 April 2026, enabling the site to be vacated in preparation for enabling works and demolition.
- 1.3 The Richard Herrod Centre has now closed, and to ensure the safety and security of the site and to enable preparation for demolition, it is proposed that the site is handed over to contractors who will be given a licence to occupy, for the purposes of preparing the site for future demolition subject to appropriate consents.
- 1.4 The Carlton Active development is being delivered using the UK Leisure Framework, a compliant public sector procurement route. Alliance Leisure Services Limited has been appointed as the Council's development partner through this framework, with Universal Civils and Build Ltd procured as the principal contractor in accordance with the framework arrangements.
- 1.5 Enabling works and demolition are proposed to be undertaken as a controlled and phased activity in advance of the main construction works, which are still subject to the outcome of RIBA stage 3 and 4 and final business case approval.
- 1.6 If approved, it is anticipated that site handover and licence commencement will take place on the 27 May 2026 following decommissioning of the building and subject to completion of the required legal documentation.
- 1.7 Enabling and Demolition of the Richard Herrod Centre will be progressed through a phased approach, with an initial Phase 1 pre-enabling works stage (including soft strip, securing the building and termination of services), followed by full demolition once statutory, planning and programme dependencies are met.

- 1.8 Appropriate engagement and communication will be undertaken with Ward Members and local residents ahead of pre-enabling activity commencing, to ensure that stakeholders are informed of the proposed works and anticipated programme.
- 1.10 The proposed approach enables the Council to maintain programme momentum following closure of the Richard Herrod Centre, while ensuring that demolition is delivered safely, responsibly and in accordance with the approved Carlton Active development program.

2 Proposal

2.1 It is proposed that the Leader:

- approves the progression of pre-enabling works at the Richard Herrod Centre as part of the Carlton Active development and the approved Leisure Transformation Programme.
- agrees to enter into a Licence to Occupy with Alliance Leisure Services Limited and Universal Civils and Build Ltd to enable occupation of the Richard Herrod site for the purposes of enabling works and demolition, following closure of the facility; and
- delegates authority to the relevant Director, in consultation with the Portfolio Holder and the Monitoring Officer, to finalise and enter into the Licence to Occupy and any associated documentation required to give effect to these proposals.

3 Alternative Options

- 3.1 One option is to take no action and retain the Richard Herrod Centre was not considered appropriate, as the facility has closed and its retention would prevent delivery of the Carlton Active development. This option would also result in ongoing holding, security and maintenance liabilities for the Council and would be inconsistent with the approved Leisure Transformation Programme and subsequent Cabinet decisions
- 3.2 The option to delay pre-enabling and associated enabling works was considered but discounted, as this would adversely impact the approved project programme for Carlton Active, introduce additional costs and risks, and delay the delivery of replacement leisure provision. This option would not represent an effective or efficient use of Council resources.

4 Financial Implications

- 4.1 The costs associated with demolition works at the Richard Herrod Centre were included within the RIBA Stage 2 report approved by Cabinet on 19 February 2026, which agreed progression of the Carlton Active project into RIBA Stages 3 and 4.
- 4.2 The approved RIBA Stages 3 and 4 cost envelopes, which includes provision for enabling works, was subsequently approved by Full Council on 4 March 2026 in accordance with the Council's capital programme governance arrangements.
- 4.3 The proposed Licence to Occupy does not introduce any further cost beyond that already provided for within the approved capital programme associated with demolition.
- 4.4 Pre-enabling works will be delivered through the UK Leisure Framework, with Alliance Leisure Services Limited acting as development partner and Universal Civils and Build Ltd as contractor. This provides a compliant procurement route and cost certainty within the approved budget.
- 4.5 Financial monitoring and controls will continue to be applied throughout the demolition and enabling phase in accordance with the approved contractual arrangements and the Council's Financial Regulations. Any material variation from the approved budget would be subject to further approval in line with the Council's established governance processes.

5 Legal Implications

- 5.1 The proposed Pre-enabling works at the Richard Herrod Centre are consistent with the approved Leisure Transformation Programme and subsequent Cabinet and Full Council decisions, including approval to progress the Carlton Active development into RIBA Stages 3 and 4 and the closure of the Richard Herrod Centre from 30 April 2026.
- 5.2 The pre-enabling works will be delivered under the UK Leisure Framework Delivery Agreement entered into between the Council and Alliance Leisure Services Limited, which provides the contractual mechanism for enabling works and demolition associated with the Carlton Active development
- 5.3 The granting of a Licence to Occupy to Alliance Leisure Services Limited and Universal Civils and Build Ltd provides the appropriate legal mechanism to enable contractor possession and control of the Richard Herrod site during the enabling and demolition phase. The Licence to

Occupy will set out the permitted use of the site, responsibilities, liabilities, insurance arrangements and site controls for the duration of the works.

- 5.4 The use of the UK Leisure Framework, together with the Delivery Agreement, provides a compliant public sector procurement route for the proposed demolition and enabling works. No separate procurement exercise is required

6.0 Local Government Reorganisation Implications

- 6.1 There are no direct implications arising from local government reorganisation in relation to the proposals set out in this report.
- 6.2 The demolition and enabling works at the Richard Herrod Centre form part of the Council's approved Leisure Transformation Programme and the Carlton Active development, which will continue to be delivered under the Council's existing governance, contractual and decision-making arrangements.

7 Equalities Implications

- 7.1 An Equality Impact Assessment (EIA) has been undertaken to consider the potential equality implications arising from the demolition and enabling works at the Richard Herrod Centre, and the progression of the Carlton Active development. The EIA considers the potential impacts on individuals with protected characteristics under the Equality Act 2010.
- 7.2 The EIA identifies that, while the closure and demolition of the Richard Herrod Centre may have short-term impacts, these are mitigated by the Council's approved strategy to deliver modern, accessible and inclusive replacement leisure provision through the Carlton Active development. Any identified mitigation measures will be implemented as appropriate.
- 7.3 The Equality Impact Assessment is attached to this report as Appendix A.

8 Carbon Reduction/Environmental Sustainability Implications

- 8.1 The carbon and environmental implications associated with the demolition and enabling works at the Richard Herrod Centre, and the delivery of the Carlton Active development, have been considered as part of the overall project approach.

A Carbon Reduction and Environmental Sustainability Assessment has

8.2 been undertaken to assess the potential environmental impacts arising from demolition activity, including embodied carbon considerations, waste management, and opportunities to minimise environmental impact through the sequencing and delivery of works.

8.3 The findings of the Carbon Reduction and Environmental Sustainability Assessment, together with any identified mitigation measures, are set out in Appendix B.

9

Appendices

9.1

Appendix A – Equalities Impact Assessment

9.2

Appendix B – Carbon Impact Assessment

9.3

Background Papers

10

10.1 Leisure Strategy 2025

10.2 September 2025 – Cabinet Leisure Transformation Report

10.3 RIBA 2 report

10.4 Leisure Transformation Programme - Carlton Active RIBA 2

11 Reasons for Recommendations

11.1 The recommendations set out in this report are necessary to enable the timely progression of the Carlton Active development, which forms a key part of the Council's approved Leisure Transformation Programme. Handing the site over to contractors in accordance with a Licence to Occupy, and contract for enabling works for demolition enables progress towards demolition in a safe and controlled manner.

Statutory Officer approval

Approved by:

Date:

On behalf of the Chief Financial Officer

Approved by:

Date:

On behalf of the Monitoring Officer