

EAST HERTS COUNCIL

COMMUNITY SCRUTINY COMMITTEE – 22 JULY 2008

REPORT BY HEAD OF COMMUNITY AND CULTURAL SERVICES

9. LEISURE PROCUREMENT

WARD(S) AFFECTED: All

'D' RECOMMENDATION - that (A) the Executive be advised that the process deployed in seeking new contractual arrangements for the Council's leisure services, as outlined in this report, is commended; and

(B) on the basis of the process commended at recommendation (A), the procurement team will be recommending to the Executive:

(i) a contract is awarded for Lots 1 and 2 (the five swimming pool based leisure facilities); and

(ii) no contract is awarded for Lot 3, the Council's arts, entertainment and community venue, and that consequently, management of the facility is retained in house.

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1.0 Purpose of Report

1.1 To update the Committee on progress with the tendering of the Council's leisure facilities and to commend the procurement process applied to the three tendered Lots.

2.0 Contribution to the Council's Corporate Objectives

2.1 Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.

3.0 Background

3.1 The Cultural Strategy agreed by the Council in 2007 establishes the strategic context for leisure and culture provision and articulated a number of guiding principles (see Appendix 'A9', pages 9.10 – 9.11)

that have provided a touchstone for the development and management of this tender process.

- 3.2 The Council resolved on 20 September 2006 to seek to enter into a longer-term contract provision of leisure services. Having established a bridging position with current contractor Stevenage Leisure Limited, the Executive of 4 September 2007 authorised an approach that identified a package of various “lots” of services to be tendered that included Grange Paddocks, Hartham, Castle Hall, playschemes and the three joint-use school facilities.
- 3.3 The Executive of 4 September 2007 endorsed an approach, as advised by the Council’s leisure consultants Max Associates; to adopt a two stage negotiated tender process with significant quality criteria in relation to price. A timetable was approved showing a start date of October 2007 for invitation to potential bidders to express interest, and concluding with a new contract start date of October 2008 (Appendix ‘B9’, pages 9.12 – 9.13). In addition, the Executive resolved to request officers to work up a capital investment programme for the Council owned facilities. It was reported to the Executive of 4 September 2007 that the specification would be presented to subsequent Scrutiny and Executives for approval.
- 3.4 The development of the tender arrangements, specification and potential capital programme have been considered and defined by the Corporate Business Scrutiny Committee of 4 December 2007, Capital Strategy Group 13 December 2007, the Executive of 18 December 2007, the Community Scrutiny Committee of 15 January 2008 and the Executive of 29 January.
- 3.5 Key elements that were scrutinised, defined and approved were as follows:
  - 3.5.1 The three Lot structure:
    - Lot 1 – the two East Herts Council owned facilities at Grange Paddocks and Hartham together with proposals for a break-even children activities programme.
    - Lot 2 – the three joint-use school facilities at Ward Freman, Leventhorpe and Fanshawe
    - Lot 3 – Castle Hall
  - 3.5.2 Evaluation criteria structured 50% on price and 50% on quality.
  - 3.5.3 Quality to be assessed on submitted methods statement across a

range of proficiencies and proposals including variant pricing and options for 1) a change in price and programme of up to 25% and 2) management of a potentially substantial capital development programme (for Lots 1 and 3 only).

- 3.5.4 Price to be assessed on current charges and programme.
- 3.5.5 Contract specification to require a range of outcome based performance indicators as represented by current industry best practice.
- 3.5.6 Up to £3.84m to be made available for a future capital investment programme (Lot 1 and 3 only) subject to submission of robust business case for each element demonstrating enhanced offer to the community and reduced revenue subsidy from the Council – and planning consent etc.
- 3.5.7 A timetable that originally showed a contract start date of October 2008.
- 3.5.8 A core corporate team was established to manage the process, led by the director of customer and community services and including: the head of community and cultural services, the legal services manager, the senior leisure manager and the procurement officer. In addition to the core team, a corporate pool of experts was recruited to provide specialist advice including human resources, financial, insurance, audit process, property and maintenance and IT. The specialist advice of the Council's consultants Max Associates has been, and continues to be available throughout the process. The director of customer and community services has consulted and informed the Executive Member for Community Development, Leisure and Culture at all stages of the process.

#### 4.0 Report

- 4.1 In accordance with the original timetable, an invitation to express interest was advertised in OJEU in accordance with required procurement regulations. As reported to Community Scrutiny of 15 January 2008, seven expressions of interest were received by the deadline of 14 December 2007 each of whom returned a Pre-Qualification Questionnaire (PQQ). The expressions of interest in the form of the PQQs were assessed by officers from a number of disciplines within the Council to ensure the financial and organisational fitness for purpose of the companies. Six of the organisations that submitted an interest did so for all three lots. One

declined to submit an interest for Lot 3. It was reported to the Scrutiny Committee that at the time of writing it was the intention that all seven organisations that submitted an expression should be invited to bid.

- 4.2 Subsequently one organisation withdrew from the process on the grounds that it did not wish to tender for a contract that explicitly included reference to the legislation on workforce matters. There was an expectation at that stage therefore that the remaining six would all submit bids.
- 4.3 At the same time as the PQQs were being evaluated, the Council commissioned its own stock condition survey to establish a topical assessment of the plant, machinery and buildings to be covered by the contract. The full report and plant list was subsequently made available to all bidders.
- 4.4 The procurement team, assisted by the consultant, finalised the invitation to negotiate (ITN) documents that they had been developing, specifically tailored to meet the needs of the Council's leisure offer. Again, relevant elements of this document were shared and agreed with the appropriate external and in-house experts.
- 4.5 Following the assessment of the PQQs and subsequent clarifications around which organisation wished to bid for which lots, tender documents were despatched to the bidders. All six bidders were issued with the ITN for Lots 1 & 2. Two bidders were issued the ITN for Lot 3.
- 4.6 There was a request, from one of the organisations invited to submit a tender, for the Council to extend the tender return date. They pointed out that the tailored tender requirements required more research from potential bidders if a well informed bid was to be produced. They originally asked for an additional six weeks. In consultation with the Council's consultants, it was agreed that an extension of three weeks would be appropriate and could be accommodated. This, together with other considerations, resulted in a revised tender return date of 24 April 2008, a revised Best and Final Offer return date of 23 June 2008 and a revised contract start date of 1 January 2009.
- 4.7 By close of the revised tender return deadline on 24 April 2008, three organisations had returned tenders: two for Lots 1 and 2 (the

swimming pool and gym leisure facilities) only, and one for Lot 3 (Castle Hall) only.

- 4.8 Four members of the procurement team including the Council's consultant Max Associates each scored the bids against a 50/50 price/quality evaluation matrix. The invitation to tender required a specific method statement from each contractor on 14 areas (as presented at Appendix 'C9', pages 9.14 – 9.20). The four members of the procurement team individually "marked" each method statement and scored them out of ten against a pre-agreed set of criteria. Those four sets of scores were brought together to provide a "moderated" score for each method statement for each bidders.
- 4.9 As a "belt and braces" test, expert opinion was sought from several areas within the Council where it was felt this would provide a useful benchmark. Areas included Health and Safety, facilities, Insurance, Personnel. They were asked to comment on whether they thought whether what was provided was good, adequate or inadequate. In addition to achieving an acceptable score for each method statement as assessed by the procurement team, each bidder that went through to the second round also achieved an assessment of "adequate" or better for the method statements assessed by the in-house experts.
- 4.10 As part of the process to seek expert opinion, both HR and Unison were given the method statements relating to workforce matters and asked to comment on whether they thought what was provided was good, adequate or inadequate. A number of useful comments came back from both HR and Unison.
- 4.11 The Unison representative considered the method statements on workforce matters and responded that in her view that both method statements of the two shortlisted bidders are sufficient.
- 4.12 As a result of that first stage evaluation process:
- a) The two bidders for Lots 1 and 2 were invited to proceed to the second stage.
  - b) The bid for Lot 3 was considered to demonstrate insufficient improvement to the current management arrangements to warrant taking to the second stage and the bidder was informed accordingly.

The recommendation (B) at the head of this report seeks acknowledgement of that decision.

- 4.13 Capturing the learning from the first stage of the process, the two bidders for Lots 1 and 2 were issued with instructions as to how they must submit their Best and final Offer (BAFO). These included important matters that had been identified by the analysis and challenge of the first round bids.
- 4.14 As an outcome of the in depth analysis of the two submitted bids was that a number of clarifications were needed to ensure that bidders could be helped to understand the details of the potential contract as fully as possible in order that they can put a well-informed and robust bid to the Council.
- 4.15 The two bidders invited to enter the second negotiated stage of the tendering process were invited to each attend a formal meeting with the Council's core team and consultant to discuss the bids with the objective of clarifying any issues of uncertainty relating to any aspect of the bid. This was an important part of the process and provided an opportunity for the procurement team to test the understanding of the bidders. The team went to considerable lengths to ensure that bidders had the fullest and best financial and operation information available to them. In addition to submitting its own clarification points, bidders were invited to raise questions of clarification with the procurement team. All questions were captured and a written list of the queries and the responses given were provided to both bidders.
- 4.16 Following the initial meetings a further set of questions and points of clarification were exchanged leading to a second round of interviews to finalise any outstanding matters. Bidders were able to submit further questions up until five days before the BAFO bid was due and the team provided any responses and additional clarifications up until three days before deadline. With this process of clarification and negotiation complete, the bidders prepared their Best and Final Offers with a submission deadline of noon on 23 June 2008.
- 4.17 The Best and Final Offers have been evaluated by the Council's core team and consultant, using the same evaluation matrix as for the first round. Subject to Community Scrutiny's endorsement of the process and to further and final confirmation of the robustness of the bid from the bidder with the highest score, it is the intention that officers will recommend to Executive that the bidder with the highest score be awarded the contract.

Other issues arising and matters for noting.

- 4.18 A key purpose of the contract is to transfer the operating risks (income generation, management of labour and general running costs) to the contractor and so reduce the level of risk that the council must bear. It will be recommended to Executive that two risks would be more cheaply borne if they were to remain with the Council, as follows:
- 4.18.1 It is considered unlikely that the risk of tariff rises for utilities could be adequately managed and that the cost of asking the contractor to bear that risk would be great. It will therefore be proposed that usage risk would transfer but that the Council would keep tariff risk over and above an inflationary figure.
- 4.18.2 A number of staff are in the local government pension scheme. The fund for those staff so employed is an earmarked element of the whole scheme, which was re-valued based on a March 2007 valuation. This is now a closed scheme with no new members being admitted to the scheme. It is considered that the council should bear the risk that relate to the valuation of the funds, but the contractor shall bear any risk and costs relating to early retirement or redundancy.
- 4.19 The Committee is informed that in relation to the decision to retain the management of Castle Hall in-house, a new Castle Hall Way Forward Group has been established with the Executive member for Community Development, Leisure and Culture as the chair of the group. This group has been established to ensure that Castle Hall continues to expand and develop as a vibrant arts and entertainment centre for the wholes community. The Committee is invited to request progress reports from that group.
- 4.20 The Committee is informed that negotiations are taking place with Hertfordshire County Council and the schools on the future of the joint-use facilities, as reported previously to Scrutiny and Executive as part of this procurement process. These discussions will continue. The Council's consultant has advised (and this advice has been accepted) that notwithstanding the course these discussions may take, the length of the new contract term for the three joint-use facilities should be the same as for the two Council owned facilities, that is, ten years.
- 4.21 It is the assessment of the corporate officer procurement team that both bids for Lot 1 and 2 represent good value for money, and both

contractors demonstrated in their bids, and subsequent discussions, that they would be capable of providing a high quality service.

- 4.22 Bidders were invited to submit proposals for break-even children's activities as part of their submissions for Grange Paddocks and Hartham (Lot 1). The extent of the activities that are delivered will be as a result of negotiation with the winning bidder in the context of what can be achieved without further subsidy from the Council.

## 5.0 Consultation

- 5.1 The process has been corporate. The current contractor Stevenage Leisure Limited has been kept informed. Hertfordshire County Council has been kept informed in relation to the joint-use facilities.

## 6.0 Legal Implications

- 6.1 The Council's legal service has been integral to the process to date and will continue to work to ensure that the final contract document is robust. The contract is for 10 years and stipulates a series of standards that the contractor has to meet in fulfilling their contractual responsibilities. These provisions include, but are not limited to, procedural manuals, health & safety, reporting, maintenance, service availability, opening hours, activity programmes, cleanliness, performance monitoring and other aspects of leisure centre operation. A key element of the contract performance is the independent external assessment of the service via the Quest Leisure Management Quality Scheme. This quality award is specific to the leisure industry and covers all aspects of a facilities operation. Warning notices and liquidated damages penalties may be applied in the event of performance defaults with the right to suspend, terminate, change services as necessary.

## 7.0 Financial Implications

- 7.1 The Negotiated procurement methodology adopted was consistent with best practice in ensuring that both the Council and bidders can jointly understand the desired outcomes of any contract that is ultimately entered into.
- 7.2 The proposed contract will be for a ten year period, and it is essential that the affordability of the contract over that period is fully understood. The ultimate recommendation to the Executive will be supported with a financial assessment of the ongoing costs of both the contract and the Council's retained financial commitments.

8.0 Human Resource Implications

8.1 In the event of there being any change from the current contract all staff would be subject to TUPE arrangements.

9.0 Risk Management Implications

9.1 Evaluation of risk has been built into the tender evaluation process: 4.18.1 and 4.18.2 identify two specific elements that have been addressed.

Background Papers

None

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Contact Officer: Will O'Neill, Head of Community and Cultural Services, ext 1594

Report Author: Will O'Neill Head of Community and Cultural Services

### Extract from Cultural Strategy 2007 – 2012

#### Guiding Principles

- Our access objectives will be predicated on the principle that we want to see the widest possible range of cultural activities available to the widest number of people. In short, encouraging the range of what is available and the diversity of choice.
- The Council is wholly committed to working positively with its many, valued partners. The Council will be informed by national, regional and county priorities, as it focuses on how it best meets the needs of the district and its residents.
- We will pursue optimum value for money for Council Tax payers at all times. We will always spend our limited resources wisely in order to get the best “bangs for our buck”. Where appropriate we will move resources so as to best meet the needs of the district and its residents.
- The Council will endeavour to reduce or remove barriers to access across the district. The residents of East Herts are for the most part affluent. The vast majority of those living in the district have easy access to transport and financial constraints do not usually represent a significant access to cultural activities. However there are pockets of deprivation across the district and groups and individuals for whom this is not the case. The Council will take action to reduce barriers to access which arise as a result of financial, physical or transport constraints to those in need.
- We will always consult Council Tax payers and service users and where possible use their input in developing service design and delivery. The Council’s commitment to its Community Leadership role will ensure that the decisions it makes it will use the principles of the Strategy in trying to secure the optimum equitable outcome for the district and its residents. We will always inform consultees of the decisions we have made and the reasoning behind them.
- We will only directly deliver services that we are proud to put our logo on. Where we do decide to directly deliver or commission service provision we will ensure that what is provided is of the best/optimum quality and wholly fit for purpose.

- We will wherever practicable avoid overlapping with or duplicating what is already available or being delivered by other providers.
- It considering how we deliver or enable cultural facilities we will constantly challenge ourselves by asking “what business are we in and what business should we be in”.
- We will be conscious of the choices that have already been made. For example, Hertfordshire County Council’s Youth Service choices have led them to decide that they will be focusing their youth service on activities which link into, or provide a basis for measurable educational attainment. We will endeavour where possible to “fill the gap” between the kinds of service that is being provided by others and what is needed in the district.
- The Council will endeavour to support the many members of the voluntary sector which help provide much of what is valued and enjoyed in East Herts. The Council will focus any financial support it might offer to the sector in consideration of how their activity contributes to delivering the outcomes required by the Council’s Strategic Objectives and Priorities.

The Council will focus on where it can contribute to making a positive difference and will make best use of all the information available to do this well.

## Appendix 'B9'

### Original project timetable

<u>Stage</u>	<u>Activity</u>	<u>Deadline</u>
<u>Stage 1</u>	<b>PROJECT MANAGEMENT</b>	
	Project Team task identification	20 <sup>th</sup> Sept 2007
	Timetable agreed	20 <sup>th</sup> Sept 2007
	Agree contract package	20 <sup>th</sup> Sept 2007
	Member reporting confirmed	TBC
<u>Stage 2</u>	<b>SCOPING EXERCISE</b>	
	Review existing contract arrangements	31 <sup>st</sup> Oct 2007
	Confirm capital and revenue parameters	31 <sup>st</sup> Oct 2007
	TUPE list confirmed	31 <sup>st</sup> Oct 2007
	Condition Surveys completed	31 <sup>st</sup> Oct 2007
<u>Stage 3</u>	<b>CONSULTATION</b>	
	Staff, users, unions, clubs, schools, other stakeholders	TBC
<u>Stage 4</u>	<b>DOCUMENTATION DEVELOPMENT</b>	
	Draft Spec, Contract Conditions, Leases	30 <sup>th</sup> November 2007
	Draft Method Statements, Costing documents	30 <sup>th</sup> November 2007
	Draft Price/Quality Evaluation Model	30 <sup>th</sup> November 2007
<u>Stage 5</u>	<b>INVITATION TO NEGOTIATE</b>	
	Tender advertised/PQQ circulated	31 <sup>st</sup> Oct 2007
	PQQ returns	14 <sup>th</sup> Dec 2007
	Evaluate expressions of interest	21 <sup>st</sup> Dec 007
<b><u>PTM</u></b>	<b><i>Meeting to shortlist prospective bidders</i></b>	<b><i>21<sup>st</sup> Dec 2007 (TBC)</i></b>
<b><u>PTM</u></b>	<b><i>Contract documentation agreed</i></b>	<b><i>4<sup>th</sup> January 2008</i></b>
<u>Stage 6</u>	<b>BID SUBMISSION PROCESS</b>	
	Contract docs sent to bidders	7 <sup>th</sup> January 2008
	Bidders Q&A	4 <sup>th</sup> February 2008
	Site visits	TBC
	<b><i>Tenderers submit bids</i></b>	<b><i>3<sup>rd</sup> March 2008</i></b>
<u>Stage 7</u>	<b>BID EVALUATION</b>	
<b><u>PTM</u></b>	<b><i>Evaluate bids</i></b>	<b><i>17<sup>th</sup> March 2008</i></b>
	Financial modelling	17 <sup>th</sup> March 2008
	Legal mark ups	17 <sup>th</sup> March 2008
	Method statements assessed and scored	17 <sup>th</sup> March 2008
	<b><i>Selection of (2) bidders for negotiated stage</i></b>	<b><i>21<sup>st</sup> March 2008</i></b>

<u>Stage</u>	<u>Activity</u>	<u>Deadline</u>
<u>Stage 8</u>	<b>CONTRACT NEGOTIATIONS</b> Method Statements tested Mystery visits undertaken Income and expenditure profiles reviewed Risk assessed TUPE review	<b>24<sup>th</sup> March – 11<sup>th</sup> April)</b> 11 <sup>th</sup> April 2008 11 <sup>th</sup> April 2008 11 <sup>th</sup> April 2008 11 <sup>th</sup> April 2008 11 <sup>th</sup> April 2008
Stage 9	<b>BAFO PREPARATION</b> Affordability reviewed and confirmed Production of final method statements <b>Production of BAFO instructions</b> <b>BAFO instructions circulated to bidders</b> <i><b>BAFO's submitted by tenderers</b></i>	25 <sup>th</sup> April 2008 25 <sup>th</sup> April 2008 <b>28<sup>th</sup> April 2008</b> <b>29<sup>th</sup> April 2008</b> <i><b>16<sup>th</sup> May 2008</b></i>
<u>Stage 10</u>  <i><b>PTM</b></i>	<b>BAFO EVALUATION</b> Evaluation of BAFO's <i><b>SELECT PREFERRED BIDDER</b></i> OJEU award notification Alcatel (standstill) period Mobilisation and handover agreed <i><b>Execute contracts</b></i>	23 <sup>rd</sup> May 2008 <i><b>23<sup>rd</sup> MAY 2008</b></i> 26 <sup>th</sup> May 2008 9 <sup>th</sup> June 2008 13 <sup>th</sup> June 2008 <i><b>20<sup>th</sup> June 2008</b></i>
<u>Stage 11</u>	<b>CONTRACT MOBILISATION/ CONTRACT COMMENCEMENT</b>	<b>1 October 2008</b>

PTM – Project Team Meeting

BAFO – Best and Final Offer

**METHOD STATEMENTS**

Lot1

Bidders are asked to ensure that their response to the Method Statements are based upon and refer to the requirements in the Specification and Conditions of Contract. The overall evaluation criteria are detailed in Appendix 1 of the Instructions to Bidders.

**1 QUALITY ASSURANCE**

The Contractor will be required to achieve the Quest quality award at all the facilities and maintain the award for the duration of the Contract.

**YOU ARE REQUIRED TO SUBMIT:**

- 1A. A timeframe for achieving Quest accreditation at all facilities. The Quest score for each facility must be at least 70% at all times.
- 1B. Details of how your internal management and operational systems for quality assurance will deal with non-performance, including details of response times and methods of rectification.
- 1C. Details of the Performance Indicators that you will use to measure the performance of services, including those to measure participation, sports development and levels of subsidy for each facility.
- 1D. Details of how you will ensure the accuracy of performance data reported to the Council.
- 1E. Details of how you will report this information to the Council.
- 1F. Details of how you will enable regular benchmarking of the performance of services.
- 1G. Details of how you will wish to work with the Council to further improve and develop methods of reporting and measuring service delivery.
- 1H. Details of how you will work with the Council to ensure continuous improvement of services.

**2 MAINTENANCE**

To ensure that the Council's assets are protected, the Contractor will be expected to have a Planned Preventative Maintenance regime in place for all Facilities, which will include the careful regular inspection of plant, equipment and the building fabric.

**YOU ARE REQUIRED TO SUBMIT:**

- 2A. Details of your approach to:
  - Reactive maintenance

- Lifecycle maintenance
- Planned preventative maintenance

2B. Details of how work undertaken would be procured, documented and project managed.

2C. Your proposed use of sub-contractors and how you will assure the quality of their work.

2D. An organisation chart detailing the roles and responsibilities of staff managing and/or undertaking maintenance works at the facilities

### **3 ICT AND PERFORMANCE MANAGEMENT DATA**

The Contractor will be required to operate from the contract commencement date the membership and booking system that is installed at the facilities.

#### **YOU ARE REQUIRED TO SUBMIT:**

- 3A. Details of the systems you will put in place to collect relevant data to enable the monthly reports required to be provided.
- 3B. A timetable for accepting electronic bookings and payments for facilities in line with the government's e-government agenda.
- 3C. Details of how you will work with the Council's ICT service and maintain up to date details of facility programmes on web sites accessible to East Herts community.

### **4 HEALTH AND SAFETY**

To ensure the health and safety of both employees and customers, The Contractor must demonstrate their commitment to a comprehensive health and safety regime.

#### **YOU ARE REQUIRED TO SUBMIT:**

- 4A Your proposals for managing health and safety through regular audits and inspections.
- 4B. Your safety record in relation to RIDDOR.
- 4C. Your emergency and business continuity plans

### **5 SERVICE DEVELOPMENT**

#### **5.1 Programming**

In order to meet the Council's key objectives of raising participation levels it is essential that the incoming Contractor has in place a programme that maximises usage of all the facilities.

#### **YOU ARE REQUIRED TO SUBMIT:**

- 5.1(A) Your proposals to achieve a balanced programme that reflects the profile of the

community allowing for, in particular:

- Casual pay and play
- Pre-booked sessions
- Block booking by schools and authorised clubs
- Sports development proposals to increase participation by Council key target groups (with reference to LAA target groups and others) and those identified as disadvantaged. Membership of the new East Herts Active Community Sports Network will be required.
- Special events programming and non sporting events
- Indicative programmes for the main activity areas in the Facilities
- A new leisure card scheme, incorporating the current membership scheme. The Contractor will produce a marketing strategy for family, discount and concessionary cards to increase usage of the facilities by in particular, underrepresented and disadvantaged groups.
- A review of the overall pricing structure should be included as part of your proposals.

5.1(B) Your proposals for working in partnership with Council partners as identified in the Contract Specification.

5.1(C) How you would develop the use of the football and other open space areas to provide sports development opportunities

5.1(D) How you would develop the use of open space areas to provide special events i.e. Outdoor music festivals, firework displays etc.

## **5.2 Pricing**

The Council is keen to explore the potential for increased income (and therefore reduced management fee) through changes to the pricing structure.

### **YOU ARE REQUIRED TO SUBMIT:**

5.2.(A) An improved price for running the facilities, together with proposals for the amended programme required to deliver a lower cost to the Council and enhance the overall service offer. The proposals should be limited to a change of any element of the price and programme by no more than 25%. You are not required to re-calculate all of your costing documents, however you are required to complete table 1 below (one for each facility).

**TABLE 1: Pricing and programming proposals**

<u>Location</u>	<u>Facility</u>		
Proposed price changes	<b><u>TENDERER TO COMPLETE</u></b>		
Proposed programme changes	<b>TENDERER TO COMPLETE</b>		
Impact upon income projections	<b>TENDERER TO COMPLETE</b>		
Impact upon the expenditure projections	<b>TENDERER TO COMPLETE</b>		
Impact upon management fee	<b>TENDERER TO COMPLETE</b>		

**6 MARKETING**

In order to raise participation levels it will be critical that the marketing of the facilities is both effective and appropriate.

**YOU ARE REQUIRED TO SUBMIT:**

- 6A. Your marketing policies and initiatives, including examples of publicity material, set within an annual marketing plan, highlighting the use of any internal branding strategies. This plan should be costed and shown in the costing documents.
- 6B. How you will effectively promote, market and publicise facilities and services to the whole community, taking account for the needs of access to information in terms of language, positive visual images and taking account of impairments which may cause difficulty for communication with disabled customers.
- 6C. Your proposals for dealing with customer complaints and how feedback is used in the development of service provision.
- 6D. Your proposals relating to customer consultation, both in terms of frequency and methods undertaken.
- 6E. How you propose to monitor and increase usage of groups that are under-represented and identified by the Council as disadvantaged
- 6F. How you will ensure that materials are available in a range of media and languages to reflect the profile of users.
- 6G. Details of how you will market the service to sustain usage and attract new users.

**7 STAFFING**

## **YOU ARE REQUIRED TO SUBMIT:**

An organisation chart detailing:

- 7A. All staff that would be employed to deliver the service at the facilities, detailing specific qualifications and competency related to specific duties and responsibilities. Comments upon the implications of the TUPE information provided is also required. FTE, part time and casual staff should be specified.
- 7B. The use of head office staff and resources (costs and FTE posts) that would be allocated to this contract, including details of how resources are proportionally set.
- 7C Your staff training policy/strategy, including use of work experience students.
- 7D. Recruitment procedures, including your approach to meeting the ODPM workforce code of practice as detailed in the Contract Conditions.
- 7E Your approach to providing pension schemes for East Herts DC staff
- 7F Your approach to staff development/appraisal schemes
- 7G Your approach to regular communication with the Council in relation to the overall management of the contract

## **8 SUSTAINABILITY**

It is a Council priority to ensure that environmental impacts associated with premises, plant and equipment are kept to a minimum.

### **YOU ARE REQUIRED TO SUBMIT:**

- 8A. A draft environmental policy for the facilities.
- 8B. Details of any externally verified Environmental Management System, which meets the international standard ISO14001 or the European standard Eco Management and Audit Scheme or equivalent. Please provide copies of the relevant documentation.
- 8C. How you would ensure that:
- Waste is reduced, reused and recycled.
  - Sustainable materials and products are used in the day-to-day running of The Facilities e.g. cleaning, swimming pool maintenance, office based activities etc. and as part of the Planned Preventative Maintenance regime.
  - Water consumption is monitored and conserved wherever possible.
  - Plant and equipment is energy efficient and that energy consumption is monitored and reduced wherever possible.

- Low emissions vehicles are used wherever possible.

8D. Your system for the communication of environmental information to employees and to facility users.

8E. How you intend to support the Authority's Environmental Policies, with particular reference to carbon reduction measures.

## 9 EQUALITIES AND DIVERSITY

**YOU ARE REQUIRED TO SUBMIT YOUR APPROACH TO SUPPORTING:**

9A. The Council's commitment to a workforce that reflects the community

9B. The Council's commitment to promote Racial Equality, Sports Equity and Community Cohesion in its services

**9C How you will ensure that equipment is accessible to people with disabilities**

## 10 CHILD AND VULNERABLE ADULT PROTECTION

**YOU ARE REQUIRED TO SUBMIT:**

10A Your Child Protection and Vulnerable Adult Policy and Procedures

10B Your clearance procedure before staff commence work

10C Your policy towards employing staff with expired convictions

## 11 EXTENDING/ENHANCING FACILITIES

In the early stages of the contract, The Council is keen to explore the opportunity to develop the facilities at Grange Paddocks Pool and Gym and Hartham Pool and Gym.

**YOU ARE REQUIRED TO SUBMIT:**

11A. Details of development/refurbishment schemes that you have project managed for similar services for which you are bidding

11B. The impact of these developments/ facility enhancements on the management fee

11C. How the scheme(s) was funded and the Council's role in the process

## **12. SECURITY PROPOSALS**

The successful Contractor will be responsible for the total security of the facilities, including all buildings, structures and amenities, including the plant and equipment.

### **YOU ARE REQUIRED TO SUBMIT:**

- 12A. Your proposals for security arrangements to ensure the buildings are secure during opening hours and when the facilities are closed.
- 12B. Your proposals for how you will address any issues of anti-social behaviour and/or vandalism.

## **13. CLEANING**

### **YOU ARE REQUIRED TO SUBMIT:**

- 13A. Examples of cleaning schedules, which should cover daily, weekly, monthly, six-monthly and annual cleaning tasks. This should include daytime housekeeping arrangements.
- 13B. Details of how standards will be monitored and who will be responsible for completing this internal monitoring process.
- 13C. Details of the total number of dedicated cleaning staff allocated at The Facilities and the total hours of employment.
- 13D. Details of any sub-contracting arrangements that will be utilised for this service.

## **14 CATERING**

### **YOU ARE REQUIRED TO SUBMIT:**

Your proposals for how you would operate the catering facilities at the facilities, including menu proposals to meet the requirements in the Contract specification.