Title of Report: Leisure Procurement Strategy
Report to be considered by: Executive
Forward Plan Ref: EX 1216

Corporate Plan Priority:
CP1 – Providing strong community leadership
CP2 – Tackling all forms of social exclusion across the District
CP3 – Promoting independence for older people and people with disabilities.
CP4 – To achieve better and fairer outcomes for children and young people by delivering high quality integrated services through partnership.
CP7 – Promoting safer communities.
D1 – Performance improvement.
D2 – Building capacity through partnership and innovation.
D3 – Customer focus.
D4 – Stronger governance.

The proposals contained in this report will help to achieve the above Corporate Plan priority by:
Working with partner organisations to promote participation in physical activity and sport for all West Berkshire residents

Purpose of Report:
To consider the consultation responses from stakeholder organisations to the Options Paper considered by the Executive on 10th November 2005. To consider which facilities, if any, are to be included in a contract package. To consider the priority outcomes from the new contract. To note the process for the selection of short listed organisations to whom an invitation to negotiate will be issued.

Recommended Actions:
(1) That the council seeks a single external organisation to manage the following portfolio of leisure facilities.
- Cotswold Sports Centre – Tilehurst
- Hungerford Leisure Centre – Hungerford
- Kennet Leisure Centre – Thatcham
- Northcroft Leisure Centre – Newbury
- Willink Leisure centre – Burghfield Common
- Downland Sports Centre – Compton
- The Lambourn Centre – Lambourn
- Theale Green Recreation Centre – Theale

(2) That the invitations to negotiate should include all 8 of the Council’s leisure, recreation and sports centres but the facilities package should be described as an initial core minimum contract of 5 sites with an option to include a further 3 WBC facilities to an agreed timetable, together with the possibility of one further site that is currently in the ownership and management control of a Parish Council.
(3) That following consideration of the technical appraisal of the expressions of interest, that the Head of Cultural Services in consultation with the Executive Portfolio Holder for Leisure, Libraries and Culture, and the Shadow Executive Member, be given delegated authority to form the short list to whom invitations to negotiate will be issued.

(4) That a report seeking approval of the proposed criteria for the evaluation for the responses to the invitation to negotiate should be considered by the Executive in September 2006.

(5) That the evaluation of the responses to the invitation to negotiate should include a presentation to the leisure procurement project group to which representatives from other stakeholder organisations should also be invited.

(6) Following the invitation to negotiate evaluation process, that the Head of Cultural Services in consultation with the Executive Portfolio Holder for Leisure, Libraries and Culture, and the Shadow Executive Member, be given delegated authority to further reduce the number of organisations with whom the Council will enter into detailed negotiations.

(7) That a report identifying a single organisation that can be recommended as the “preferred bidder” should be considered by the Executive in January 2007.

(8) That the draft sport and physical activity strategy accompanying this report should be included in the information supplied to short listed organisations in order to seek their views on the best options for future development.

(9) That the draft sport and physical activity strategy accompanying this report should be circulated to Parish and Town Councils, Schools and School Governing Bodies, and appropriate voluntary and community organisations in order to seek their views.

Reason for decision to be taken:

In August 2006, the 10 year contract for the management of Kennet Leisure Centre is due for renewal. A contract extension to 31st March 2007 has been agreed. All of the other four leisure centres managed on behalf of West Berkshire Council by external contractors, are then due for renewal in the period to July 2007. A decision on the future procurement process for these contracts is required in order to ensure continuity of service at the expiry of the current arrangements.
List of other options considered: All of the options are highlighted in the “Options for All” consultation paper.

Key background documentation:
- “Opportunities for All” A discussion paper that considers the future procurement and commissioning of cultural activities throughout West Berkshire.
- “I Feel Good” / “Feeling Good”. A strategy for the development of Sport and Physical Activity for West Berkshire.

Portfolio Member: Councillor Marcus Franks
Tel. No.: 01653 519400
E-mail Address: mfranks@westberks.gov.uk

Contact Officer Details
Name: David I Appleton
Job Title: Head of Cultural Services
Tel. No.: 01635 519578
E-mail Address: dappleton@westberks.gov.uk

Implications

Policy: The procurement exercise will allow West Berkshire Council to achieve a number of policy objectives in relation to the benefits of increased participation in Cultural activities. A prioritised list of policy objectives will need to be agreed as part of the negotiating process.

Financial: The financial implications of the new procurement arrangements will only become clear once a preferred bidder is identified. At this stage the assumption is that the negotiations should be contained within the existing budget envelope.

Personnel: The personnel implications are not known at this stage but all staff and their trades union representatives will be fully consulted as the process moves forward. Should the sites that are currently directly managed by west Berkshire Council be included in the final contract package, then the T.U.P.E. Regulations will apply and a further round of formal consultation will be arranged.

Legal: There will be significant legal input in developing the new contract arrangements. A representative from the Council’s Legal Service team sits on the procurement group.

Property: There will be significant property input in developing the new contract arrangements. A representative from the Council’s Property team sits on the procurement group.

Risk Management: A risk workshop to produce a risk register and risk action plan will be held shortly.
Supporting Information

1. Background

1.1 Following a report considered at the Council’s Executive on 10th November 2005, all of West Berkshire Council’s partner organisations in managing the portfolio of public leisure facilities were sent a copy of the “Opportunities for All” consultation paper. The results of that consultation are set out below and need to be considered in determining which, if any, sport and leisure centres are to form a contract package that is to be offered to external organisations.

1.2 A formal notice seeking Expressions of Interest was posted in the Official Journal of the European Union on 23rd May 2006. The closing date for receipt of the pre-qualification questionnaire and other supporting documents was 30th June 2006.

1.3 An evaluation of those Expressions of Interest is set out in this report and Members are asked to consider which, if any, of these organisations should form a short list to which a formal “Invitation to Negotiate” will be issued.

1.4 In issuing an “Invitation to Negotiate”, the Council needs to give an indication of the outcomes that the contractor will be expected to deliver. Although some parts of that specification will relate to technical criteria such as the method statement for planned maintenance of mechanical and electrical equipment, other parts will need to concentrate on the customer experience. Both the Healthy Communities and Older People Policy Development Commission and the Children & Young People Policy Development Commission have been considering the outcomes that they would wish to see delivered by a new operator. Their reports form Appendix 1 and Appendix 2 of this report and will be incorporated into the main contract documentation.

1.5 The most important indications that we need to supply to potential contractors relate to the direction of travel over the contract period. Pricing Policy and Programming Policy have a significant impact on the contract cost base as does the capital investment requirements. These issues are also explored in this report.

2. Consultation Responses from Stakeholder organisations

2.1 The consultation exercise was conducted earlier this year. A consultation response sheet invited feedback from both stakeholder organisations and other interested bodies. These included the current nine Parish and Town Council’s who make a financial contribution to the current operating costs of the leisure centres. In addition comments were also sought from neighbouring (non-contributing) Parish Council’s together with the five schools located at the dual use sites and the current operators and staff themselves.

2.2 Consultation feedback was based on the ‘Opportunities for All’ paper which essentially outlines the management options for the future procurement of opportunities for West Berkshire Council residents focussing on:

- The role of West Berkshire Council and leisure centre costs
- Potential management options (in-house/Council, commercial operator, Non-Profit Distributing Organisation and Public Private Partnerships)
- Contract aspirations in terms of programming, pricing and contract scope.

2.3 Based on the responses to the consultation paper, the following key points can be highlighted:
• 76% of respondents see the value in appointing a single operator.
• 64% have indicated that their favoured type of operator would be a ‘commercial management contractor’
• 58% agree that the Council’s pricing policy should move to a full cost recovery with targeted subsidies for disadvantaged users

2.4 ‘Other service improvement’ suggestions included re-investment at the Downlands Sports Centre and Theale Green outdoor pool in addition to the introduction of a ‘Passport to Leisure’ type card. Some concerns were also expressed regarding potential price increase and the effects a change in management might have on programming and the need for developing services in the east of the District.


3.1 A few weeks ago, the Audit Commission published a national report entitled “Public Sports and Recreation Services: Making them fit for the future.” It urges Councils to improve the strategic planning of sports and recreation provision and increase overall efficiency by:-

• assessing current and future sports and recreation needs locally and their relationship to regional and national needs;
• collaborating with the private, voluntary, health and education sectors and working across administrative boundaries in the planning, procurement and delivery of services;
• appraising the options for delivering sports and recreation services systematically in an open and transparent way and testing the market to ensure that the best value option is identified; and
• improving the collection, analysis and use of performance information in order to demonstrate value for money, for example by including financial performance and social outcomes in all contracts.

3.2 The summary of the background to the report suggests that:-

• Councils have a major role in contributing to the promotion and delivery of increased participation in sport and physical activity….. However, the quality and accessibility of public sports and recreation facilities are in danger of failing to support and match these aspirations.

• Until the mid-1980s council sports and recreation facilities were almost wholly managed in-house. Since then, there has been a shift towards management by private sector contractors, and more recently to management by trusts. Although in-house management still predominates, the proportion of trust-managed facilities has nearly doubled over the last four years to 21 per cent, with private contractors maintaining a constant 17 per cent share of provision.

3.3 The main findings of the report are summarised separately. The following extracts from the summary document need to be considered when agreeing the way forward in West Berkshire.

Strategic planning

3.4 Our research has concluded that progress towards ensuring the appropriate management of public sector sports and recreation facilities has been slow and uncertain. Buildings are ageing and they frequently fail to meet changing needs and customer expectations.

3.5 Successful strategic engagement between sports and recreation services and the health and education sectors is not common. Engagement is weakest where there are two tiers of local
government. Partnership working with education providers has been encouraged through specific funding initiatives. But the large and increasing investment in school sport facilities is not being used as effectively as it could be to provide fit-for-purpose community sports and recreation facilities.

**Operational management**

3.6 No single management option delivers the best overall value for money, or consistently results in more investment or higher levels of participation. However, in-house services tend to be significantly more expensive than the other options. This is becoming more marked over time.

3.7 The transfer of facilities to trusts has assisted councils to avoid the payment of non-domestic rates. This has potentially released funds for much needed local investment. However, our research has found that the re-investment of significant levels of savings in sports and recreation provision is infrequent.

3.8 Where taxation savings are re-invested they have tended to support maintenance budgets rather than assist significant and often needed rationalisation and improvement of provision.

3.9 Investment in sports and recreation facilities is increasing but not at a pace that will address the consequences of years of low spending on stock maintenance. The transfer of the management of the business to trusts and to private sector contractors provides an opportunity to secure necessary investment. There are few examples of new facilities or essential large scale refurbishments.

**Options appraisals**

3.10 There has been a marked increase in the number of councils that review the management of their sports and recreation facilities. But these approaches have been inconsistent and limited. In the study’s survey of single tier and district councils in England to which 95 responded, of those that have changed their management arrangements, two-fifths had based their management option decision simply on a desktop analysis, and one in ten councils undertook no options appraisal. In a fifth of cases councils had limited the options to be assessed. Where market testing had taken place, it was often poorly managed and focused on financial criteria rather than outcomes for the community.

3.11 Councils are not helped in making secure, long-term decisions by complicated taxation laws and regulations. Additionally they often lack the internal capacity to assess the options they face. As a result, most employ consultants in their appraisal process. But the benefit is lost where councils limit the range of options to be assessed or decide not to respond to the resulting recommendations.

3.12 Nevertheless the inconsistencies in options appraisal and weaknesses in market testing mean that many councils are missing both significant cost savings and efficiency opportunities. As a result they are failing to reconfigure current provision to be able to meet future participation targets and community needs, and are unable to demonstrate value for money for the community assets for which they are responsible.

4. **Evaluation**

**Expressions of Interest.**

4.1 14 Organisations initially expressed some interest in this contract and were issued with Pre Qualification Questionnaires (PQQ). 6 withdrew at this stage. All 8 organisations that returned PQQs qualify to be considered following West Berkshire’s standard financial and statutory checks. The eight are listed below:-
4.2 The way in which each of these organisations has addressed the issues raised in the Technical Experience Questionnaire have been evaluated and scored in accordance with the instructions that were issued alongside the Pre Qualification Questionnaire and are reproduced in appendix 3.

4.3 A brief summary of each of these organisations and the evaluation of Expressions of Interest is set out in appendix 4.

Returns from Invitation to Negotiate.

4.4 During the course of the consultation with stakeholder organisations, officers were asked to attend a number of Town and Parish Council meetings as well as discussing the issues at meetings of the Joint Management Committees. One of the most frequently asked questions related to the opportunity for other organisations to take part in the evaluation process that will decide who manages our leisure facilities in future years.

4.5 Officers have considered the problem of how to involve as many stakeholder representatives as possible without making the process unduly cumbersome. It is suggested that the short listed organisations should be asked, in addition to submitting their responses to the invitation to negotiate in written form, to make a presentation to an invited audience. Stakeholder organisations will then be asked to identify any show-stopping issues for them and, if they wish, to submit an expression of their preferences, referenced to West Berkshire’s agreed evaluation criteria. The views of stakeholders will then be used to inform the Executive who will make the decision.

4.6 The consultants supporting our officers in the leisure procurement project have significant previous experience of the evaluation process. Included with the Invitation to Negotiate, will be a minimum service standards specification that is largely modelled around current provision. A model evaluation methodology and criteria will also be included, together with a statement that West Berkshire Council will wish to customise the methodology and prioritise the outcomes that will be more heavily weighted in the final evaluation. It is expected that the final methodology will be confirmed at the Executive Meeting to be held in September that takes place 24 hours after shortlisted organisations will be invited to visit West Berkshire for an industry day.

5. Policy

Pricing and Programming.

5.1 At the moment, West Berkshire Council regulates admission charges to leisure centres managed by external contractors. In setting a maximum charge for any particular activity the Council is able to ensure that such charges are reasonable and that contractors do not manage the Council’s assets in a way that excludes residents purely on the grounds of cost.
5.2 In a report that pre-dated the introduction of compulsory competitive tendering, the Audit Commission questioned the way in which local authorities provided a subsidy for the operation of sport and leisure facilities. Although “Sport for Whom” recognised the importance of ensuring that all sections of the population had access to a comprehensive range of sporting facilities, it suggested that blanket universal subsidies were a poor method of achieving this aim. It suggested that where users of local authority facilities could pay a charge that reflected the actual cost of the service that they were receiving, then they should do so. Local Authorities were free to take conscious decisions to target individuals and groups who should receive the benefits of subsidised rates but this should be to encourage participation by those who would otherwise be excluded on the grounds of cost. Typically, Local Authorities who followed this advice targeted young people, those on low incomes or benefits, and people who were no longer economically active due to retirement or ill health.

5.3 In the 18 years since “Sport for Whom” was first published, ICT equipment and programmes have developed beyond all recognition. Modern technology now makes it possible to operate multi-level pricing policies based upon data held about individuals. Card systems such as “Passport to Sport” or the “somewhere residents card” allow a headline admission charge that represents full cost recovery; a local residents rate for Council Tax payers and their families; and a series of further discounted charges for particularly disadvantaged groups.

5.4 If West Berkshire Council wants to explore a change in policy from universal to targeted subsidies, then the process of seeking a negotiated contract with a new operator provides an opportunity to determine the financial and operational implications. If this requirement is included in the invitation to negotiate, it will be possible to seek their views on the implications of introducing a full cost recovery pricing policy with targeted subsidies, together with their proposals for the way in which the transition would be managed over the course of the contract period.

Facility Development.

5.5 West Berkshire Council is more fortunate than many local authorities in having a number of facilities that are less than 10 years old. However, some facilities will need significant refurbishment or replacement in the period to 2010.

- The outdoor pool at Northcroft Leisure Centre has been subjected to a full structural survey and the final report has now been received. Although there are no immediate concerns, it is unlikely that this will remain the case for the 10 to 15 year period of any new contract. A modern outdoor pool would have significantly lower revenue costs than the present pool tank but would require capital investment.

- The Cotswold Centre in Tilehurst has recently benefited from a cosmetic refurbishment to the reception area and the gymnasium. However, many of the inadequacies of this facility remain. It is an undersized sports hall and changing rooms, tucked away at the end of a cul de sac and unconnected to any form of public transport. The outdoor courts continue to suffer from subsidence. Despite these drawbacks, high numbers of customers continue to use the facilities demonstrating the demand for facilities in this area of West Berkshire. The Council has previously considered the development of a new joint use centre on the site of the Denefield School. If completed, this project would release the Cotswold site for other uses.

- Consultation responses again drew attention to the desirability of a new pool in the eastern part of the district, particularly with the closure of the outdoor pool at Theale Green Community School. Work is underway to assess the best way in which this objective can be achieved, taking into
account public transport networks, land availability, the plans of our neighbouring authorities, and overall affordability.

- Facilities for the rural community in the north east of the district are provide at the Downs School and a full feasibility study will shortly be commissioned to explore ways of addressing the current concerns about this building.

- Although the indoor pool hall was refurbished and the pool tank was rebuilt in 1993, the remaining areas of the Northcroft Centre are tired and fail to meet customer expectations.

- Northcroft was designed as a centre of district wide significance. Its size and range of facilities will have been expected to attract regional exhibitions and events. As well as serving the day to day needs of local residents, customers from a much wider catchment area will have been expected to visit as part of a family day out. In many respects Northcroft pre-dated facilities like Coral Reef in Bracknell and The Spectrum Centre in Guildford. Unfortunately, these new developments have left the Northcroft Centre far behind in meeting customer expectations.

Apart from complete closure of the site, there are two ways in which the Council can address the need for new investment in this area.

a) Comprehensive redevelopment of the Northcroft site to create a modern leisure centre that includes district wide attractions such as a free form swimming pools; indoor play zones and teenage attractions; a healthy living centre; an adventure activities centre replacing the anticipated loss of the Waterside Centre; and ancillary facilities that support activity in Northcroft and Goldwell parks.

b) A policy decision to move completely to dual use leisure facilities by locating “neighbourhood” scaled facilities on each of the secondary school sites in Newbury. Arrangements are already in hand for the development of new sports hall at Trinity School. As a Specialist Sports College, Park House School is already in detailed discussions about ways of improving its campus facilities. The Governors of St. Bart’s School have already commissioned feasibility work to modernise the school facilities. Three neighbourhood sports centres serving North Newbury, Central Newbury and South Newbury have the potential to serve both the school population and the wider community.

The needs of Newbury for a swimming pool could be achieved by retaining the Northcroft site as a stand alone aquatic centre, possible with some involvement of sporty clubs and community organisations in the day to day operations. Alternatively, one of the neighbourhood sites would need to be expanded to include a new pool.

6. Conclusions

6.1 In their recent report on Public Sports and Recreation Services, the Audit Commission have advised local authorities to appraise options for future service delivery in collaboration with other providers and by market testing a range of options before coming to a final decision.

6.2 The Invitation to Negotiate process will allow the Council to explore a wide range of issues with both the commercial and the not for profit sectors before making firm decisions about future provision. The draft Sport and Physical Recreation strategy also provides a vehicle to seek the views of town and
parish councils, sports clubs, schools, and other voluntary and community organisations that can be set alongside the response from the market testing in order to make final decisions later in the year.

Appendices

Appendix 1  Healthier Communities and Older People Policy Development Commission
Required outcomes from Leisure Centre Operators

Appendix 2  Children and Young People Policy Development Commission
Required outcomes from Leisure Centre Operators  (to follow)

Appendix 3  Technical Experience Questionnaire and Prequalification Score Criteria.

Appendix 4  Evaluation of Expressions of Interest and recommendations for short-listing organisations to whom an invitation to negotiate will be issued. (This will be a part 2 item)

Consultation Responses


The above mentioned organisations are financial partners in the operation of each site. This report seeks approval to begin an ongoing consultation process that will continue until new contractual arrangements are in place.

Officers Consulted:  Head of Legal and Administrative Services. Head of Property Services, Head of Finance. Head of Procurement. Arts and Leisure Services Manager.

Trade Union:  Not applicable at this stage.
Appendix 1

Requirements for a leisure centre contract

Healthier Communities and Older People Policy Development Commission

1. Introduction to HCOP
The Healthier Communities and Older Peoples’ Policy Development Commissions’ aim is to promote healthier communities in all age groups thereby reducing dependency on more intensive council social services, and to ensure that everyone, especially older people, and teenagers, can enjoy a good quality of life with an active lifestyle.

It has been decided to review the use of community and leisure facilities, (including those in the field of culture) and ensure that best use is made of these in promoting community health and good quality of life. The Commission is therefore firstly looking at making recommendations to be included in a leisure centre contract. The Commission has met in both task group and full Commission form to make recommendations. We should like to thank many officers for their support, and would especially like to mention Jeanette Daniels for the consultation, Adrian Jones for the contract information, and Jessica Broom for her dedication in producing the paper in such a short time scale.

This paper includes feedback from a mini-consultation within Community Care using three Older Peoples’ Forums on the Leisure Centre contract.

2. Availability Requirement and Availability Programming

2.1 Required Outcome
West Berkshire Council requires specific activities and programmes to be conducted during agreed time parameters to ensure that certain members of the community are able to participate in the leisure facilities.

The Programmes must take into account the following:
- Provision of a wide range of recreational opportunity to all residents within an agreed catchment area, including a balanced programme of courses, classes, pay-as-you-play sessions, club block bookings, casual usage and special events
- A management philosophy that encourages participation by all sections of the community
- A regular and planned review of the programme of activities, taking into account user and non-user research
- Responsiveness to recreational trends to provide a dynamic and forward-looking service
- Setting and reviewing programme objectives on at least an annual basis
- Having a promotional strategy in place that keeps the community informed of the programme and any planned changes.

The successful contractor must review the effectiveness of the activity programme on a regular basis, but in any event as a minimum every 12 months using market information.
2.2 Performance Standards
An Activity Development Plan is to be produced and agreed with West Berkshire Council prior to contract award and then on the anniversary date for the duration of the Contract. The Activity Programmes within this Activity Development Plan must include the following requirements:

- The programmes of activities must meet the Leisure Centre(s) and West Berkshire Council’s aims and objectives
- The programme must ensure that all members of the community may use the facilities
- The programme must address the needs of under-represented groups, so that young people, people who are financially disadvantaged including the unemployed, people with disabilities, older people and minority ethnic groups are encouraged to make use of the facilities.
- It must also reflect appropriate local, regional and national sports and broader cultural authorities’ policies and programmes with clear pathways identified for participants to progress and develop skills
- There shall be a high proportion of casual use of the facilities with a balanced programme of use by the public, clubs, special needs groups and instructed development courses
- Programming must incorporate a clear philosophy on activity development and equity informed by current guidance from appropriate organisations such as Sport England and Sports Governing Bodies.

3. Participation Targets

3.1 Required Outcome
*Improvements to participation rates for specific groups and facilities*

West Berkshire Council is keen to increase the participation of certain groups, particularly children and young people, older people, people with disabilities, minority ethnic groups and those who are financially disadvantaged or unemployed.

3.2 Performance Standards
In order to determine those groups that are under-represented, West Berkshire Council will use either the National Benchmark Service administered by Sport England or the Association for Public Service Excellence (APSE) Performance Network for Sports & Leisure Facility Management to assess usage and participation levels. A target benchmark ratio will be set for each participation target group for each of the following groups:

- Representative facility use by people from the most deprived socio-economic groups – i.e. social groups D & E.
- Representative facility use by financially disadvantaged including unemployed people
- Representative facility use by young people aged 11-19yrs
- Representative facility use by people from black & minority ethnic groups
- Representative facility use by people aged over 60yrs
- Proportion of facility usage by disabled people aged under 60yrs

3.3 Measurement
Monitoring will be undertaken daily in respect of usage of the facility by specific groups and compliance with marketing and development plans will be assessed annually.

3.4 Reporting Requirement
The Contractor will produce marketing and development plans for the identified target groups to provide West Berkshire Council and the Contractor with a context within which to review progress against the annual participation targets for under-represented groups. Targets will be predominantly set to achieve a performance that would place the facility in the top 25% quartile nationally by the end of the second contract year. Annual reports are to be provided showing actual performance against Sport England or APSE benchmarks.
4. Consultation findings

4.1 Summary of findings
The User/Carer Development Officer attended 3 Older People Forums, one in the West of the district and 2 in the East. Over 40 people over the age of 55 were consulted, 24 of whom were over the age of 70. All groups were predominantly female.

The views of the two different age groups were quite different. For the over 70 age group, the main barriers were felt to be:

1. Lack of transport to leisure centre
2. Own personal mobility prevented individuals from taking part in current activities on offer which were felt to be inappropriate
3. Sufficient activities within their own communities to meet their needs

For the 55-65 age groups the main points were as follows:

1. Lack of knowledge about activities on offer.
2. Perception – Consider themselves an active and vibrant group but it was felt by some that they were perceived as ‘invalids’.

4.2 Suggestions to encourage participation
Although many individuals in the over 70 age group participated in chair-based exercises led by April Peberdy and would like the opportunity to do more of this, it was activities for the mind which was a common theme. It was suggested that activities should be developed incorporating exercise for the mind and not the body which would contribute more to health and wellbeing than physical activities. Games mornings or afternoons to include dominoes, bingo, cards or other games which are good at keeping the mind alert would be beneficial. This would also enhance overall wellbeing by facilitating social events where they could meet as a group and make new friends.

For the 55-65 age group, suggestions were very different. Greater publicity of suitable activities through their own community groups was one suggested solution to combat lack of knowledge alongside activities focused on their age group to help change the current misconceptions of this age group.

5. The Commission’s Aspirations

5.1 Possible solutions

- Introduction of a leisure pass giving discounts to those who are: retired, on a low income or unemployed, disabled or incapacitated, under 18 or a student. This could also include multi-level discounts such as a discount for West Berkshire residents and then a further discount for eligible groups.
- Sessions tailored to different groups. For example, gym/swimming session or classes aimed at older people – this might possibly also be promoted as more of a ‘social event’ with tea/coffee afterwards. This would have implications on the design of the centres, with the need for an attractive social area.
- Better publicity using a wide range of information sources.

5.2 Desired Outcomes
The Outcomes that the Commission would like to see arising from a new leisure centre contract would therefore include the following:

- That those who do not currently make use or are not frequent users of leisure centres are actively encouraged to participate.
- That regular sessions/courses are tailored to specific target group.
- That these sessions are well publicised in order to ensure maximum use by the target groups.
- That the contractor undertakes satisfaction survey and research into non-users and barriers to usage.
- The use of a leisure pass or some equivalent would give the opportunity to identify whether we were achieving results with our target groups. There should at the very least be a good manual recording system to enable performance monitoring.
Appendix 3.

WEST BERKSHIRE COUNCIL - PRE QUALIFICATION QUESTIONNAIRE
Supplementary Questions

Technical Experience Questionnaire

All organisations submitting a prequalification questionnaire will be assessed against the minimum requirements of the Contracting Authority.

All those organisations that meet the minimum requirements of the Contracting Authority will then be assessed on their responses to the 15 questions on Technical Experience. These will be assessed and scored in accordance with the table below.

The tender list will be drawn from the top scoring organisations. The Contracting Authority intends to invite tenders from no less than 3 and no more than 4 organisations.

PREQUALIFICATION SCORE CRITERIA

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>MARKS</th>
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<tbody>
<tr>
<td>A</td>
<td>Very high standard with no reservations at all about acceptability. 10</td>
</tr>
<tr>
<td>B</td>
<td>High standard but falls just short of A. 9 – 8</td>
</tr>
<tr>
<td>C</td>
<td>Good standard and requirements met, but with some reservations. 7 – 5</td>
</tr>
<tr>
<td>D</td>
<td>Low standard with significant reservations and unlikely to be acceptable. 4 – 1</td>
</tr>
<tr>
<td>E</td>
<td>Fails to meet requirements. 0</td>
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1. Please provide details of (not more than 3) similar leisure facility contracts you have currently in operation.

2. Please provide details of (not more than 3) facilities whereby you have made capital investment greater than £2m.

3. Please provide a statement (not more than 5 sides) indicating why the organisation considers itself to be particularly suited to undertake this contract. In particular demonstrate how it has delivered the Client’s objectives on issues such as;
   1. Effective Management,
   2. Value for Money,
   3. Flexibility of Approach,
   4. Customer service,
   5. Opportunity and delivery of continuous improvement

It is important that the submission for this section focus on achievement and is factual/evidence based, perhaps supported by references etc.
4. Please provide details of the quality control and assurance systems your organisation currently uses and how the systems encourage empowerment of your staff. Specifically your organisation’s approach to Best Value, Quest, Investors in People, including awards and accreditations gained.

5. Please indicate how many public sector leisure facility contracts you currently operate and please provide the overall turnover of these contracts.

6. Please state how long you have been operating in leisure management.

7. Please give details of the proposed management structure and indicate who will be responsible for managing this contract. Please supply CV's of the proposed contract manager(s).

8. Please outline your experience of working with Council’s to deliver Access/Passport to Leisure Schemes and/or targeted subsidy pricing strategies.

9. Describe the booking and management information systems you have used to assist any Access/Passport to Leisure Schemes and/or targeted pricing strategies.

10. Please enclose a statement detailing how you deal with complaints.

11. Please provide examples of innovative, imaginative, sensitive and cost-effective solutions to problems that may typically affect the type of services associated with this leisure contract e.g. addressing social and ethnic inclusion, innovative programming, cross cutting themes, promoting equalities, support of clubs and voluntary bodies, supporting target groups such as children and young people and older and vulnerable people.

12. Equalities Policy and Practice

   a) How do your access policies and programming objectives reflect and promote equality of opportunity? (Please include detailed examples of programming of facilities and target schemes that have delivered outcomes that you would describe as best practice in promoting equality. Specifically with regards to the following groups of users - low income groups, high risk health groups and rural communities)

   b) In the last 5 years, has any finding of unlawful discrimination been made against your organisation by any court or industrial tribunal?

   c) Give examples of any changes made to provision of service and employment or workplace practise with regard to the Disability Discrimination Act 1995.

13. Human Resources

   The Contracting Authority considers that staff will transfer to the new contract/organisation and that TUPE will apply. Please provide details in the following areas:

   a) Your initial interpretation of this statement and details of your company’s policy towards TUPE transfers. Also what guarantees the organisation is willing to give with regard to the protection of staff terms and conditions?

   b) An example of the organisations related Human Resources policies
c) Examples of remuneration and pensions arrangements including capability of delivering access to the LGPS

d) Trade union relations and your general approach to local agreements and terms and conditions

e) Workforce Monitoring procedures
   - Current profile of workforce
   - Methods and procedures used

If appropriate give details of any positive action initiatives that you have undertaken to develop a workforce that is representative of the client/community

14.

The Council wishes to ensure that the short listed organisations have the financial stability; and other available financial resources to build a reliable, sustainable long-term partnership, capable of delivering the services at a reasonable cost, capitalising on (and passing on) any fiscal benefits relating to VAT and NNDR, and are able to source suitable funding for investment in the facilities. Please provide details of the following information:

<table>
<thead>
<tr>
<th>Description</th>
<th>Enclosed</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>A description of the corporate structure of the bidding organisation and its legal status, including a proposed company or contractual structure for the contract. (This should include shareholdings and board representation of any ‘partners’ and/or financial investors, any NPDO options and potential financial and other benefits available)</td>
<td>Enclosed</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>The bidding organisation must be the company with which the Council will have a contract. Please provide details of any sub-contracting arrangements proposed and the legal framework of these arrangements.</td>
<td>Enclosed</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>If an NPDO model is being proposed please provide full details of management model and consequential structure and any other implications (e.g. whether a trust body will be proposed and if so the details of this, etc including a copy of the Memorandum and Articles of Association or other constitutional documents relating to such a model and a chart showing the proposed legal structure).</td>
<td>Enclosed</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>If the bidding organisation will be potentially accessing sources of capital, assets and other resources from outside its own legal entity an outline of the relationships proposed with other organisations should be enclosed.</td>
<td>Enclosed</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

15. Health and Safety

a) Please detail the auditing and review processes you adopt for Health and Safety

b) Please detail your companies Child Protection Policy and procedures.
Persons to contact for further information

On all technical matters:

Kevin Franklin
Principal Consultant
Strategic Leisure Limited
Carrington Business Park
Carrington
Manchester
M31 4YR
Tel No. 0161 776 4363 or 01398 361510
Mobile No. 0775 816062
Email. kfranklin1@btinternet.com

Adrian Jones
Arts and Leisure Services Manager
West Berkshire Council
Avonbank House
West Street
Newbury
Berkshire
RG14 1BZ
Tel No. 01635 519577
Mobile No. 07795 265793
Email. ajones@westberks.gov.uk