

Applicant:	Sports and Leisure Management
Title of Procurement:	Three Rivers District Council - Leisure Management & DBOM
Procurement Reference:	Lot 1 - DBOM Contract & Leisure Management

Method Statement	Max Score (1-10)	Actual Score	% Sub Criteria	Weighted Score	Evaluators Comments
Executive Summary					
Executive Summary requirements	Complete		N/A	N/A	
Services / Technical Capacity					
The Outcomes	10	8	5.0	4.0	Gave an overview of the Council's strategies and objectives. Then linked in how they can help meet them. Committed to working with the Council and key stakeholders. Has stated clear targets of meeting objectives set out in clause 1.5 of the Specification - Range from end of year 1 to end of year 5 of the Contract. Then go on to show how they are going to meet these targets. Provided examples of performance reports it would provide to the Authority. Carried out research on local socio-demographic factors of the District but nothing specifically Centre based . Gave examples of increased participation at a number of their other contracts, particularly around Swimming. Also, a number of examples of good partnership working with Local Authorities. Their Sport and Activity Development Plan will be geared towards the Council's target groups and they will appoint a dedicated Active Communities Manager. Everyone Active will become an active partner of the CSN and will establish a Project Liaison Group. Their procurement strategy will support the growth and sustainability of the local business economy and are committed to help the Council meet its environmental outcomes. They have given some examples around this.
General Reporting	10	7	0.5	0.4	They will provide thorough monthly, quarterly and annual performance reports that cover a wide set of areas and KPI's using a balanced scorecard methodology and they outlined their approach for gaining base data and setting future targets. This is in order to meet the Council's strategic objectives. They provided a number of really good examples of reporting from other Contracts. Their Contract Manager will lead communication with the Council and they have outlined who will attend the monthly, quarterly and annual meetings. The Project Liaison Group will be involved in the consultation and development of the Annual Service Plan. TEAMS and MRM are bespoke systems for producing the majority of our reports and will be introduced to Three Rivers at the start of the contract.
Service Development Plan	10	7	5.0	3.5	Their Sports and Activity Development Plan 'aims to achieve greater usage in under-represented groups (young, elderly, disabled) and encourage individuals to take part in sports, health and physical activity'. The outcomes of the plan will be reported to the Project Liaison Group and other local partners (County Sports Partnership and Schools Partnerships) to ensure a joined up approach. The Active Communities Manager will lead on the implementation and reporting elements of the plan ensuring it reflects the Council's objectives. They outlined the activities that will contribute to the achievement of the above via an appendix- Activity and Golf Development Plan (2018-20). They are clear and thorough including linking in with Council's strategies, Sport England and Sporting National Government bodies, as well as outlining the current health state of the nation.
Annual Marketing Plan	10	7	3.0	2.1	They have produced an excellent draft Annual Marketing Plan as well as providing an overview of the media options available within Three Rivers. They have also developed a PR Strategy and Plan for the first year of the contract. They have confirmed that there will be a marketing plan for each of the sites. The Marketing Plan fully takes into account the Council's strategic objectives. They have provided a Group Marketing team structure with listed external/agencies. They have allocated £62,000 to ensure a successful contract launch. They will use Sport England's Market Segmentation tool will be used to help us understand more about Three Rivers population and their attitudes and characteristics, which in turn will link in with the marketing plan. Presently data is District and not Centre specific.
Major Incident Reporting	10	6	0.5	0.3	Sound response on major incident reporting.
Participation Targets	10	7	3.0	2.1	We will strive to deliver an increase in participation and user satisfaction ratings for the facilities on an annual basis and recognise the Council's requirement to increase participation from specific target groups'. They have made forecasts for overall annual participation for each site by 2023, which shows substantial increase of usage. (Even RGC has an increase of 15%). They then split this down by key activity area. Then they proceeded to show how they would meet these targets and projections, although light on the golf.
Innovation	10	7	3.0	2.1	Managing innovation in our business is of major importance to SLM's approach to delivering high quality services to customers and clients'. They develop innovation through three areas, namely: leadership skills, organisational structure and reward strategies - they even provided an innovation wheel. There is a lot of narrative in this section which is not relevant or could have been substantially reduced. They outlined their plans for the new The Centre and refurbishment plans for William Penn including upgrading the MUGA to 2x 5-a-side 3G pitches. Set out their 'market leader' approach to social media, fitness apps and web site. within their plans, showed lay outs and fitness equipment. They listed a number of 'innovative' programming development including aqua passport, Intensive model and Becky Adlington Swim Stars (BASS), virtual group exercise, fit for sport - legacy games, ICT, Single Customer View – Customer Feedback. Nothing specific on RGC.

Quest Accreditation	10	6	2.5	1.5	Although Quest is at the heart of our approach and the key management tool for quality assurance, we also strive to achieve other quality accreditations and awards through various assessments and systems; e.g. Investors in People, mystery shopping exercises, CIMSPA Pool Quality award, ISO 14001 (gained companywide in 2014), OHAS 18001, Inclusive Fitness Initiative, Sport England National Benchmarking Service and many more'. Their target is to be ranked in the upper quartile (top 25%) of all national facilities with a minimum score of 'Good'. They have confirmed that this score will be maintained or improved throughout the length of the contract. They proposed the following : 'William Penn Leisure Centre maintain 'Good' but we propose to gain Quest Excellent by Year 3. The Centre maintain 'Good'. Rickmansworth Golf Course maintain 'Good' but we will increase the ranking. South Oxhey Leisure Centre once open, we will achieve Quest 'Excellent' within 18 months'. Elsewhere, they have achieved 'Excellent' within 11 of their centres.
Customer Care	10	7	2.5	1.8	A comprehensive response. 'SLM believe that delivering quality customer care is key to the success of the facilities we run'. They went through their charter, vision, customer care standards, comprehensive staff training schedule, customer feedback, customer forums, mystery shopper, social media. Their 'customer feedback flowchart' in particular was very good. Although did not include complaints being passed over by Council it did state within this section 'The General/Contract Manager will ensure that any issues needing to be communicated to the Council are done so within 48 hours, whilst a full investigation is conducted'. They will use surveys including non user surveys, forums and steering groups to measure if they are meeting the expectations of our customers. They will use external mystery shopping as a means of assessing quality on a monthly basis. Following clarification response: Provided details of 'single customer' view.
Pricing Requirements	10	7	1.0	0.7	They gave an overview of 'analysis of local needs'. Cut and pasted part of this from another bid? 'Deprivation is low as the area is affluent but there are pockets of deprivation in Warwick, Hayling, Maple Cross and Ashridge. Also incorrect in section 2.6 Promoting Access/Supporting Disadvantaged Groups - what about South Oxhey? Clarification? Presently I have deducted a mark for this incorrect information. Then they outlined their approach to pricing with competitor analysis and competitor price analysis. Not looking to put up prices over and above CPI with the exception of golf and as a 'result of the investment at South Oxhey we are confident we can bring pricing for William Penn and South Oxhey in-line with one another'. They have confirmed that they will offer at least a 20% discount on core prices for relevant activities to specific target groups identified in Appendix 3 of the Specification.
Openign Hours	10	8	1.0	0.8	Will open over and above minimum opening hours. This is mainly at week-ends and for The Centre (SJA) and William Penn. They have provided schedules to support this. They also intend to open for more hours on Bank Holidays.
Programming	10	7	3.0	2.1	Our activity programming brand, Everyone Active, has been developed based on our understanding of the need to increase participation in physical activity at all levels..... promotes and encourages communities to participate in 5 x 30 minutes of physical activity every week. Programme categories include fitness, health & wellbeing, aquatics, children's activities, golf sports development (including golf) and events'. Programming and Booking Systems clearly laid out. Outline comprehensive programming for Council's key target groups, linking it back to the Sports and Activity Participation Plan. Examples, developing the referral scheme, and disability swimming lessons. They also outline a range of other programming initiatives around swimming pool, health and fitness, gym activities for 11-15, group exercise and golf.
Mobilisation and TUPE	10	7	1.0	0.7	'Considerable experience in mobilising contracts as demonstrated within their narrative and appendices. They confirmed that they will carry out the transfer of colleagues in line with the TUPE Regulations 1706 and outlined their approach in four stages. They have confirmed that 'everyone will have their own workplace pension' and go onto document this. The Indicative Mobilisation Plan and handover list was comprehensive as was the narrative behind it. Clear process of how it will engage/consult with the Authority, current staff and users of the facilities. They are committed to a smooth transfer.
Staffing	10	7	2.0	1.4	Excellent lay out. Outlined its achievements, namely Investors in People Accreditation, numerous Quest Accreditations and number of external awards such as UKactive FLAME Operator of the Year (five years out of the last seven and most recently in 2016), and ASA Facility Operator of the Year (for the previous three years). Outlined its support and senior management structure as well as providing structure chart. There will be a Contract Manager (Area Contract Manager) who will report into a Regional Director. There will be a Contract Maintenance Manager and Active Communities Manager who will both be based at William Penn. Clear staffing structures in one of the appendices pre and post The Centre development. Clear policies on training recruitment and retention. They have a Management Development Programme in place. They also have a NVQ and Apprenticeship Programme in place across the organisation and it will be brought to Three Rivers. From their staff survey of 2014, 76.20% of colleagues are highly satisfied or satisfied with their job within SLM. Following clarification response: Area Contract Manager will oversee the TRDC contract - they are also responsible for two other contracts. The General Manager of either SJA or William Penn will be the Contract Manager.
Health & Safety	10	6	2.0	1.2	It has a company Health and Safety Policy with comprehensive procedures, practices, systems and responsibilities. Their Health and Safety Manual and systems are externally certified against accreditation to OHSAS 18001. All sites will be audited by 'an external company (one site per year; e.g. British Assessment Bureau, Quest, UKactive, IQL and / or our partners at RD Health and Safety Ltd) to determine their compliance with legislation'. Clear responsibilities right up to SLM Board Health and Safety Committee. From a support perspective 'particular responsibilities and duties will be overseen by the field based South East Region HS&Q Manager' who reports into the Group HS&Q Manager. Following clarification response: For The Centre, Vincent Stokes will be the main building contractor with day to day safety the responsibility of the Site Manager. Hold morning meetings with Centre Manager.
Security & CCTV	10	6	1.0	0.6	Split into sections and it covers all the bases.

Equipment	10	6	1.0	0.6	They have budgeted for the likes of replacement furniture, vending units and larger items of plant equipment. Have priced up equipment for the new The Centre of circa £390,000 and the break down is shown within one of their appendices. They will agree and sign off the Council's equipment inventories provided in Appendix 5 of the Specification within one month of the service commencement date and update it on an annual basis. They are proposing to introduce the following new equipment, with the main items being: Fitness Equipment (in first two years and then at set points within contract); Group Exercise - This includes equipment to enable them to deliver Les Mills (both Virtual and Traditional) classes; Swimming equipment; Catering equipment and furniture for The New Centre and William Penn. (No spend on Rickmansworth Golf Course (Fairway Inn)). ICT spend for all three sites. Outlines how it will maintain, monitor and replace equipment. Following clarification response: £70,000 allocated to refurbish the Function area at Fairway Inn in year 1 of the Contract. Includes some replacement of equipment.
Routine & Reactive Cleaning	10	7	1.0	0.7	Covered all the bases and a clear commitment to high quality of cleaning. Showed how they will go about it at both a routine and reactive level. Gave examples of national recognition. Clear policies and schedules in place and recognise the importance of having the right equipment and management 'buy in'. Routine cleaning will be undertaken 'in house' via an 'operations assistant' at SJA, The Centre and William Penn. Deep cleaning will be undertaken by external specialists. There is a section on keeping grounds clean and tidy and a section on Managing cleaning during building / reconstruction activity, primarily around The Centre development. A very thorough and tidy response.
Environmental & Energy Management	10	7	1.0	0.7	Whilst energy conservation is the principle aspect of our environmental management services, our activities are also directed towards water conservation, waste minimisation and management, procurement, green travel, refrigerants, chemical usage and spillage, pollutants and biodiversity'. They have ISO14001. Really good policies and plans. Commitment to Reduction in annual energy use, Increase in recycling rate and Decrease in waste and shows ways of how they are going to achieve this via site specific Environment Management Plans. They outlined a Green Travel Plan for users and Staff - 'In addition to 'green' promotional activity, the GTC's will engage with their Council counterparts to link the centres with the Authority's Travel Plan and other related initiatives in the region'. They will get Pool covers. With respect to the new The Centre: 'Our construction partner has incorporated energy efficiency into their design considerations (to attain BREEAM 'Good' as a target requirement) so those areas being constructed or significantly redeveloped will be fitted with modern, efficient and energy saving plant and equipment'. Their company standard targets include a commitment to a 5% reduction per year in CO2 emissions from operational leisure centres and a 100% target of zero waste sent to landfill.
Catering & Vending	10	7	1.0	0.7	Clear lay out. Presently manages 49 catering facilities. 'Our approach has led to SLM gaining a high quality reputation for providing a balanced and environmentally sustainable, healthy range of products that offer customers value for money and improves satisfaction levels'. They then throughout this section go into more detail of what this is including appealing to the Council's target groups - very comprehensive and appetising. They intend to find another third party operator for the Fairway Inn. For this venue, they have 'budgeted £60k to replace equipment items and will provide the facilities with a deep clean and refurbishment. We have allocated £75k to renovate the kitchen, function area and flat – this will include new paintwork, flooring and carpets'. Clearly branded from lay out of cafe to menus, selection of food and beverages. SLM will work with the Council to promote Fairtrade and Rain Forest Alliance Products. 'We will ensure the offering in our vending machines are at least 50% healthy'. They 'will achieve a Food Hygiene 'Scores on the Doors' 5 star rating at all William Penn Leisure Centre (current rating of 4.5) and South Oxhey Leisure Centre', although don't say by when.
Total	200	137	40	28	
Technical / Cost					
Development Opportunities	10	7	2.0	1.4	£8.1 million for The Centre: £150,000 for internal works and £100,000 for MUGA at William Penn Well structured layout although it would have been
Design and Proposals	10	7	3.0	2.1	Sound design for The Centre and good positioning of changing rooms on first floor. One side of café looking onto learning pool. William Penn - sound and straightforward design and proposal. Are there any refurbishment plans for RGC and if so where? Following clarification response: Confirmed that allocated funds for refurbishing the function and kitchen areas at Fairway Inn. Also allocated £160,000 in first three years for repairs, maintenance and lifecycle replacement of site. Outlined impact of services when works taking place and confirmed that the Youth services will continue throughout the works.
Planning	10	6	2.0	1.2	Basic risk register. Section of their approach to TRDC planning department. 'Our schemes have been designed by HCD Architects and costed by our construction partners Vincent Stokes whom in turn will engage YBS Ltd, to undertake the required M&E and HVAC aspects of the project We have also engaged project management and cost analysis specialists (Paragon) to ensure that the quotes we have received are best value and in line with industry standards'. The Centre: Bid document with drawings (also shown separately), risk register, cash flow, cost plan. William Penn: Indicative costs and lay out of site. Following clarification response: Went through their consultation strategy with local residents. In terms of planning application for The Centre, they went through their process and would like to meet Planning to present their plan for The Centre and gauge their feedback.

Maintenance	10	7	3.0	2.1	They have created draft Asset Management Plans for each of the facilities detailing breakdown of costs for the 20 year contract term. These consist of schedules with costings for redecoration, lifecycle, PPM and general repairs for each of the sites including SJA. Also a draft PPM schedule - comprehensive. 'Our budget allocations are designed to meet requirements defined in the specification and risk matrix'. Is this enough - do they need to actually state that they are 'accepting the requirements of the Specification in relation to section 1.16 (Maintenance) AND the allocation of maintenance responsibilities as set out in Appendix 6'? Costings/schedules include ground maintenance. Intend to retain services of golf course maintenance contractor. The management team will use CAFM "Property Database", WAM (Workflow Asset Management) for delivering PPM, Reactive Maintenance and Lifecycle Replacement. Clear maintenance resource management structure in place with the contract maintenance manager reporting into Contract Manager and General Manager's. Maintenance activity within TRDC will be overseen by the SLM South East Region Technical Manager. They have included a section on external maintenance. Provided details of their partners in the major re-development works at South Oxhey and refurbishment at William Penn. Confirm who will undertake the M&E work on the sites? They have a responsive and reactive maintenance system in place. Following clarification response: Confirmed that we use the company in-situ for Grounds Maintenance at RGC and confirmed that will be maintained as part of the Grounds Maintenance Agreement. Confirmed that allocated funds for refurbishing the function and kitchen areas at Fairway Inn. Also allocated £160,000 in first three years for repairs, maintenance and lifecycle replacement of site. Confirmed its acceptance to meeting section 1.16 and responsibilities set out in appendix 6. Confirmed that Yorkshire Building Services will carry out M&E works at the sites.
Total	40	27	10	7	
Commercial / Pricing Tables / The Contract					
General Deliverability	10	8	3.3	2.6	Overall provides detailed projections with key areas identified and rationale underpinning assumptions presented. No major concerns on the proposed projections and can demonstrate the deliverability
Operational Income	10	8	3.3	2.6	Income is lowest but the average income across the contract length is within 10% of other bidders so no major concerns in delivery - give examples of where delivered similar increase in income.
Operational Expenditure	10	8	3.3	2.6	No major concerns over allowance for expenditure, comparable with other bidders and all major items identified
Affordability	10	1.1	20.0	2.2	Based on Affordability calculation - £7,805 per annum below affordability level
Agreement to the Terms of the Contract	10	7	5.0	3.5	See Appendix D - legal evaluation
Robustness & Completeness of Legal	10	7	3.0	2.1	See Appendix D - legal evaluation
Agreement to Performance Monitoring System	10	5	2.0	1.0	See Appendix D - legal evaluation
Outline Business Case	10	7	4.0	2.8	Business case presented with good supporting documentation on the deliverability and the scale of return. The approach to refurbishment and redevelopment of the Centre delivers a good return for the Council.
Build Costs and Fees	10	8	3.5	2.8	Present a breakdown of the build costs which are detailed. Some provisional sums identified
Delivery and Risk	10	8	2.5	2.0	There are still a number of key risks around future delivery of the capital. At this stage of the project there will need to be further development of the capital and particularly planning discussions to be had.
Total	100	67	50	24	