

Appendix 2

Leisure Management Contract - Technical Criteria (40%)

For the Technical Criteria, all method statements will be scored out of a maximum of 5 points. The scoring parameters set out below indicate the parameters for how the Council will be differentiating each points score..

For each question, the Council has set a minimum pass level of 2 out of 5. If a Bidder fails to score this minimum level in any of the method statements, the Council reserves the right to exclude its Tender entirely.

Method Statement Scoring Parameters

Score	Guidance
5	The response addresses all of the areas covered in the Guidance section of Table 8 with supporting evidence or clear examples to illustrate how each area will be delivered
4	The response addresses all of the areas covered in the Guidance section of Table 8; however, some supporting evidence or clear examples to illustrate how all of those criteria will be delivered is missing
3	The response addresses most of the areas covered in the Guidance section of Table 8; however, some supporting evidence or clear examples to illustrate how all of those criteria will be delivered is missing
2	The response only addresses some of the areas covered in the Guidance section of Table 8 and supporting evidence or clear examples to illustrate how all of those criteria will be delivered is missing
1	The response is very generic and does not address any of the areas covered in the Guidance section of Table 8 directly and lacks supporting evidence or clear examples to illustrate how all of those criteria will be delivered
0	The response is non-compliant.

The Council's guidance for Tenderers in completing each method statement is set out as follows:

Submission requirements and guidance

Title	Description	Weighting	Guidance	Page (Slide) Limit
Method Statement One	Programming and Pricing	7%	<p>Tenderers should demonstrate a balanced programme of usage and activities designed to meet the leisure and health needs of the District. The programmes should be responsive to changes in demand, market trends and the needs of new priority or target groups. Tenderers should indicate how the programming and activities will be delivered (with relevant examples as appropriate) and contribute to a commercially sustainable offer.</p> <p>Tenderers should set out their approach and strategy to pricing. Prices at the current centre are to remain as they are. Prices for the new centre will be as proposed by the bidder and those proposed to be protected should be outlined. It is suggested that Tenderers submit a Schedule outlining proposed pricing.</p> <p>Taking into account the Council's required discounts for certain target groups, as set out in Appendix 3 of the Services Specification ('Authority Pricing Requirements'), in setting their proposed user prices, Tenderers should demonstrate what research they have undertaken and why prices have been set at a certain level. Tenderers are required to indicate user prices for all activity areas, as well as for memberships, block bookings, and casual usage across all user groups (adult, junior, senior, concessions). Tenderers should recognise the requirement for some of these user prices to be protected by the Council ('Core Prices'), as set out in Appendix 3 of the Services Specification.</p> <p>Tenderers should also make clear how the prices contribute to balancing community use while ensuring commercial success.</p>	10

Title	Description	Weighting	Guidance	Page (Slide) Limit
Method Statement Two	Asset Management and Cleaning	7%	<p>Tenderers should demonstrate how they will maintain the facilities to the best possible standard. For clarity, Tenderers will be responsible for the repair, maintenance and replacement of assets as defined in the Asset Management Responsibilities Matrices (AMRMs).</p> <p>Tenderers should explain any proposed alternative approaches to those indicated by the Council in the AMRMs, stating clearly why an alternative approach is likely to potentially deliver better value for money to the Council and the price difference.</p> <p>Tenderers should include a detailed 15-year asset management plan as an Appendix to their response.</p> <p>Tenderers are required to set out their proactive and reactive approach to the cleaning indicating, how this will ensure a consistently high standard of cleanliness through the facility. Cleaning techniques, methods and machinery and products used should be outlined in addition to whether staff will be directly employed or if cleaning will be sub-contracted.</p>	10 (excluding the 15-year asset management plan)

Title	Description	Weighting	Guidance	Page (Slide) Limit
Method Statement Three	Sports Development, Health & Wellbeing and Outreach Work	4%	<p>Tenderers should demonstrate how they will help the council develop new Sport England strategic outcomes and monitor these,</p> <p>Tenderers should demonstrate a focus on outcomes for Sports Development, Health and Wellbeing and associated wider agendas and explain how these outcomes will be achieved, linking their method statement to proposals for programming, pricing and marketing.</p> <p>Referring to the required outcomes set out in Section 12 of the Services Specification, Tenderers should explain how they will encourage greater participation in under-represented groups and help to address inactivity to reflect Sport England Strategy.</p> <p>Tenderers to demonstrate how they are going to work collaboratively with clubs and organisations from within the Winchester District with Winchester City Council such as: swimming club, athletics club, hockey club and fitness and sport club (over 50s club).</p> <p>The Council will support clubs in agreeing community use agreements and the like and expect the Contractor to work in a collaborative way with sports clubs.</p>	<p>8</p> <p>(excluding a draft sports development and health and wellbeing and development programme)</p>

Title	Description	Weighting	Guidance	Page (Slide) Limit
Method Statement Four	Marketing, Customer Care and CRM	6%	<p>Tenderers should demonstrate their approach to marketing, public relations and customer care.</p> <p>Tenderers should indicate how their marketing activity (including digital marketing) will achieve an appropriate balance to achieve both community and commercial outcomes. Responses should indicate how Tenderers would address the development of a relevant annual Marketing Plan that reflects local trends, venue capacity, target use and the social demographics of the area.</p> <p>Tenderers should outline their approach to customer care, including handling of complaints and comments and how it complies with the Council's policies. They should also outline their approach to developing a clear and concise public relations plan and ensuring it fits with the annual marketing plan.</p> <p>Tenderers should indicate how data collected from user surveys, general customer research and market trend information would be used to improve services, products and increase participation.</p> <p>Tenderers should indicate how they will work with the Council, the Open Data Institute, Get Active Hampshire and other bodies to promote and apply the principles of Open Data.</p>	<p>8</p> <p>(excluding examples of marketing which can be attached as an Appendix)</p>

Title	Description	Weighting	Guidance	Page (Slide) Limit
Method Statement Five	Staffing	7%	<p>Tenderers should demonstrate how they will ensure provision of sufficient on-site staff at all times to secure a high level of performance and standard of customer service. They should also show how they will recruit and retain sufficient qualified and trained staff to operate the facility and all services delivered at all times.</p> <p>The management structure for the contract is critical and Tenderers should provide a clear Organisational Chart (for all areas within the contract) that not only summarises at a senior management level the key functions and responsibilities of each role, but details reporting lines for all staff:</p> <p>As a pre-requisite, Tenderers should provide details on the staff recruitment, training and workforce development strategies that would be put in place to assure the Council that the services will continue to be provided by appropriately qualified staff. Details around apprenticeship schemes offered should be outlined here.</p> <p>Tenderers should provide details of the pension benefits for transferring employees and how these are broadly comparable or better than before transfer.</p>	10
Method Statement Six	Financial Management, Reporting and IT Systems	5%	<p>Tenderers are requested to set out their proposals with regard to IT and e-delivery of services, including their preferred choice of IT systems.</p> <p>Regarding financial management systems and reporting, Tenderers should indicate what systems it proposes to use to track financial performance, what quarterly information it proposes to share with the Council, and how and when key performance indicators will be reported. Tenderers are encouraged to provide samples of the quarterly management reports they propose to share with the Council during the contract.</p>	8
Method Statement Seven	Catering	3%	<p>Tenderers are encouraged to set out how they intend to manage catering and vending services. Good responses will provide detail of the requirements needed for a high quality operation, the locations of the catering and vending within the centre and how healthy options will be provided for on menus and/or through vending machines.</p>	4

Title	Description	Weighting	Guidance	Page (Slide) Limit
Method Statement Eight	Contract Mobilisation	1%	<p>The Council needs to be assured that the Leisure Operator has demonstrable experience of mobilising and launching a new leisure centre.</p> <p>Good responses will set out a detailed handover timetable specifying key tasks, timescales and responsibilities from the appointment of preferred Bidder to commencement of contract.</p> <p>Good responses will indicate where particular attention should be paid to avoid any potential problems, where (or indeed if) these have been experienced in the past, and how these have been overcome.</p> <p>Tenderers will be required to provide a schedule showing the estimated fit out costs for the new facility, a specification for which will be provided during the procurement process. This will only be taken into consideration for the evaluation of the Tenders insofar as the Council may reject a Tender entirely if the fit-out appears to have been costed inappropriately.</p>	<p>2 (excluding mobilisation plan)</p>