

Expression of Interest (EOI) Phase

New Forest District Council Health and Leisure Centres

Selection of an operator

Project Brief (Information Pack)

FOREWORD FROM NEW FOREST DISTRICT COUNCIL

Thank you for registering your interest in the contract for managing a range of the leisure facilities in the New Forest. This document will provide you with all the information you need to work with us.

The council is committed to a high standard of health and leisure provision to support the well-being of our residents and visitors. We are looking for new ideas to attract increased usage from residents and visitors, as well as providing opportunities for increased income, accepting that our facilities compete with other leisure operators in the catchments as well as the great outdoors.

We are looking to work with an operator who:

- will help us achieve our strategic objectives
- will contribute to the improvement of the health and well-being of the district
- can operate and maintain our facilities and services efficiently and effectively
- can increase participation and reduce inactivity
- recognises the importance of customer service, and
- understands the importance of working in partnership with the council.

Thank you again for your interest.



Cllr Barry Rickman
Leader of the Council



Bob Jackson
Chief Executive



Cllr Mark Steele
Portfolio Holder
Leisure and Wellbeing

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THE
OPPORTUNITY

Expressions of Interest for the selection of an Operator to manage the Council's five Health and Leisure Centres on behalf of New Forest District Council ("the Council") using a ten year Contract for Services Agreement commencing in Q4 2020.



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VISION, AIMS & OBJECTIVES

Our Corporate vision:

“to secure a better future for the New Forest by:

- supporting local businesses to prosper for the benefit of the community
- assisting the wellbeing of those people who live and work within the district
- protecting the special and unique character of the New Forest”.

Corporate Plan 2016 - 2020

The Council has agreed a set of priorities which it is currently working towards to help it realise this vision. These are:

- Helping local business grow
- Service outcomes for the community
- More homes for local people
- Protecting the local character of our place

These are underpinned by:

- Working with others to achieve more
- Living within our means

Health & Leisure Vision

“Working with partners to create active communities by providing affordable, accessible leisure facilities, dedicated to improving physical and mental wellbeing and establishing a sustainable healthy lifestyle legacy for future generations.”

We have set out to:

- Improve physical and mental wellbeing
- Provide best value and reduced cost to council tax payers
- Provide social and community benefits
- Support individual and family development and learning
- Benefit the local economy

Our Strategic Outcomes

In order to deliver our Health and Leisure vision, we are aiming to achieve the following shared outcomes through partnership with the selected Operator:

- Affordable and more self-funding leisure facilities
- Accessible ill-health prevention and healthy living schemes
- More people undertaking physical activity (including those in hard to reach groups)
- Reduced obesity
- Reduced social isolation
- Enhanced community facilities that meet local needs
- Accessible and affordable opportunities to learn and develop new skills
- Supporting those in ill health to return to work

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BACKGROUND AND SCOPE

In looking to the future, we are keen to attract experienced health and leisure operators to the New Forest area who have the vision to help develop and support the local economy and improve service provision to residents and visitors. We wish to identify if there are any partners who share our vision and who can capitalise on the opportunities and deliver the most sustainable proposals.

We expect that the selected operator will have freedom to operate the facilities in line with its experience and knowledge of the leisure industry whilst maintaining a high level of service for the community. This is expected to include careful management of expenditure but also to pursue and maximise additional revenue streams based on its review of the opportunities available within the market and customer base.

Our current expectation is that the Operator's headline responsibilities will include:

- Deliver leisure services that meet the needs of the local communities;
- Full facility management with responsibility for all operational aspects of the service including staff management and health and safety management;
- Responsibility for all income generation including programming, pricing and marketing;
- Responsibility for day-to-day running costs, including repair and maintenance;
- Public liability, employer's liability and contents insurance responsibilities (in line with landlord/tenant arrangement);
- The transfer of all Health & Leisure staff in line with TUPE regulations;
- Options for one-off investment including possible spend-to-save projects funded by the Operator or jointly with the Council;
- Working with the Council to deliver better health and wellbeing outcomes.

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ABOUT THE
NEW FOREST
AREA

The New Forest is situated in the southern part of England. To the north is the M27 motorway, and to the east there is Eastleigh and Southampton, with Bournemouth and Poole to the South West and Wimborne Minster and the rest of Dorset to the west of the Council.

The main roads through the district include the A31 extending from the M27 down to Ringwood, the A35 traversing south east from Totton to Christchurch and the A337 running from north to south of the district and cutting through the middle of the forest at Lyndhurst. Train services operate across the district connecting some of the towns, with main connections at Southampton and Bournemouth. To the south and east of the district border there lies 40 miles of coastline.

The New Forest was designated a national park in 2005 to give the outstanding landscape the highest level of protection and to preserve it for the nation to enjoy for generations to come. It is one of 15 national parks in the United Kingdom.

The New Forest includes one of the largest remaining tracts of unenclosed pasture land, heathland and forest in the heavily populated south east of England. It covers south-west Hampshire and extends into south-east Wiltshire and towards east Dorset. It is a unique place of ancient history, fascinating wildlife and stunning beauty, originally being a royal hunting preserve.

Most of the New Forest National Park (206 square miles) is within the local government administrative area of the New Forest District Council (290 square miles). Within the district there are 145 square miles of Crown land, managed by Forestry England.





Within the district, towns and parish councils are significant providers of local services, mainly open space and recreational services. In total they levy a precept of over £4.8 million, 26% of the Council's net budget requirement.

Some key facts about the New Forest include:

- Population of the District is circa 179,000
- 34.5% of the population is retired
- 28% of the population is between 45-64yrs
- 76.2% of the population are “Active” or “Fairly Active”, with 23.8% being “Inactive”
- 70% of the population of the district live in the medium size towns in the NFDC area
- 22% live in small and mid-sized towns
- Circa 13.5 million visits per annum, with visitor spend estimated at £246 million pa;

The Local Plan for 2016-2036 sets out plans for new housing growth of approximately 10,500 in the New Forest area which includes the following:

Catchment Area	Dwellings	Population Growth
Applemore	1,530	4,049
Lymington	445	1,468
New Milton	600	1,980
Ringwood	1,670	5,511
Totton	1,760	5,808
Total	6,005	18,816

Further information on key facts and figures are included on the Council's website using the link: <http://www.newforest.gov.uk/article/730/Facts-Figures-and-Research>

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ABOUT THE COUNCIL

The Council is a district council within the Hampshire County Council area and was created on 1 April 1974 under local government reorganisation. It is one of the most populated Council's in England (179,000) which is not a unitary authority and within its boundaries there are 37 active Town and Parish Councils. The Council is made up of 60 seats of which 46 are currently held by the Conservatives, 13 by the Liberal Democrats, and one by an Independent. The Council has a Leader and a Cabinet.



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OUR LEISURE FACILITIES

The Council is inviting expressions of interest from suitably experienced leisure operators (“Operators”) to enter a 10-year contract with the Council (with an optional further 5 years extension) to manage and operate the Council’s leisure facilities.

The Council currently operates five leisure centres across the district. Some key facts about the facilities include:

- Over 400 live classes per week, plus virtual classes;
- Circa 1.6m visits per annum across the sites;
- Circa 8,000 fitness and swim members;
- Circa 4,500 pupils in the swim school;
- Circa 290 fitness stations;
- All sites are wet and dry;
- Free car parking at the sites; and,
- Approximately 500 employees.

The facilities are currently operated in-house by the council.

SITE FACILITIES

Applemore



- 25m pool
- 11m learner pool
- Pool viewing gallery
- Sauna and steam rooms
- 70+ station fitness suite with the latest Life Fitness equipment
- Dedicated weights room
- 5 air conditioned studios
- 24 bike cycling studio
- 6 court sports hall
- Wet changing village and dry changing rooms.
- Outside pre-school play area (private rental)
- Therapy room (private rental)
- Vending area
- Free parking

Lymington



- 25m pool
- 10m learner pool
- Pool viewing gallery
- Sauna and steam rooms
- 40+ station fitness suite with the latest Life Fitness equipment
- 2 x air conditioned studios
- 18 bike cycling studio
- Wet changing village and dry changing rooms.
- Treatment rooms (private rental)
- Flood lit outdoor three court Astro-turf pitch
- Vending and seating area
- Free parking

New Milton



- 25m pool
- Pool viewing gallery
- Sauna and steam rooms
- 50+ station fitness suite with the latest Life Fitness equipment
- Dedicated weights room
- 2 x air conditioned studios
- 27 bike cycling studio
- Four court sports hall
- Wet changing village and dry changing rooms
- Vending area
- Free parking

Ringwood



- 25m pool
- 10m learner pool
- Pool viewing gallery
- Sauna and steam rooms
- 70+ station fitness suite with the latest Life Fitness equipment
- Dedicated free weights area
- 24 bike cycling studio
- 1 x air conditioned studio
- 5 court sports hall
- Wet changing village and dry changing rooms
- Vending area
- Free parking

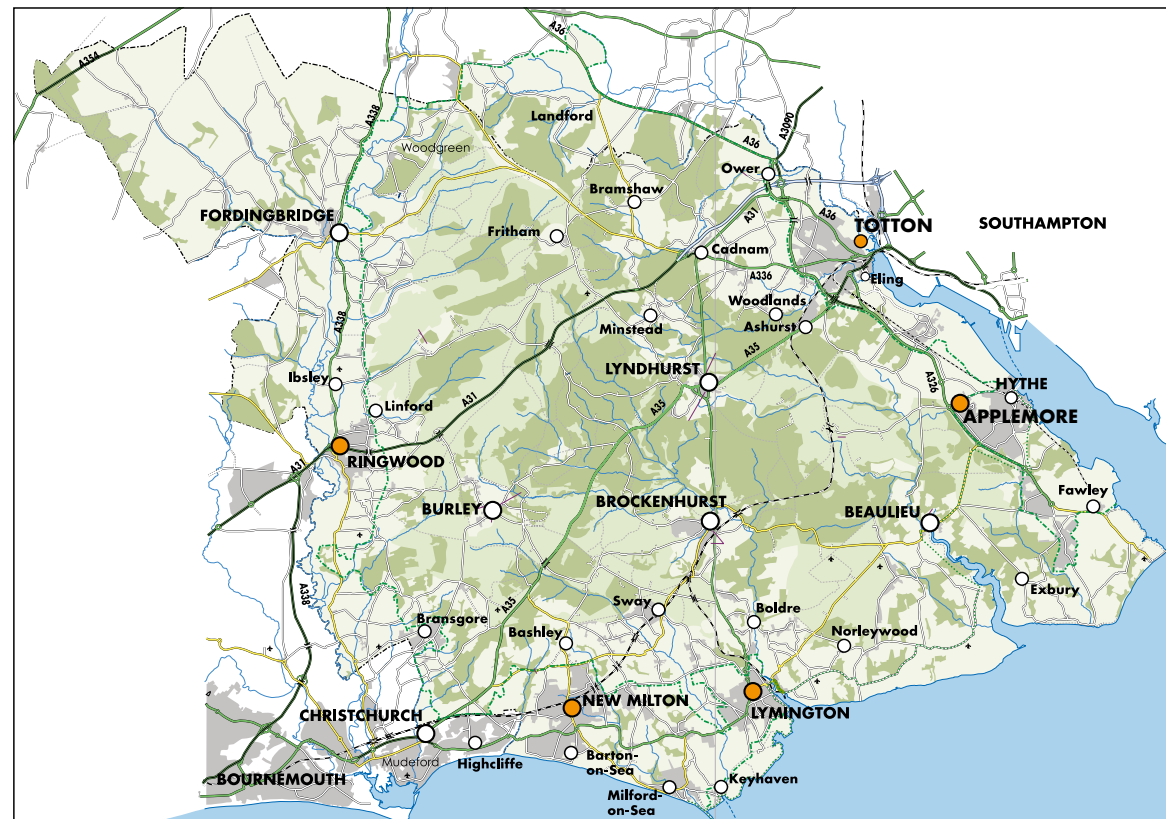
Totton



- 25m pool
- 10m learner pool
- Pool viewing gallery
- Sauna and steam rooms
- 50+ station fitness suite with the latest Life Fitness equipment
- Dedicated free weights area
- 30 bike cycling studio
- 1 x air conditioned studio
- Four court sports hall and additional access to college hall
- Wet changing village and dry changing rooms
- Vending area
- Free parking

Further information about our facilities and current programming can be found on the New Forest Health & Leisure website: <https://www.newforest.gov.uk/healthandleisure/>

The map below outlines the geographical spread of the facilities across the District.



● Location of health and leisure centres

■ Urban areas

Current performance of the facilities

The service in 2019/20 has been projected to generate an operational surplus to the Council of £470,440. This operational surplus makes a contribution towards (but does not fully cover); larger scale planned building maintenance, investment in ICT, equipment lifecycle costs and corporate and central support service charges.

Based on the latest budget for 2019/20, the table below outlines the current operational income and expenditure of each of the five Council facilities.

All £	Applemore	New Milton	Ringwood	Lymington	Totton	TOTAL
Income	1,682,790	1,307,790	1,400,190	1,372,370	1,466,700	7,199,840
Expenditure	-1,468,070	-1,227,450	-1,329,530	-1,299,570	-1,404,780	-6,729,400
Total	184,720	80,340	70,660	72,800	61,920	470,440

These figures include the net benefit as a result of the council applying the Sporting Services VAT exemption.

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OUR HEALTH AND LEISURE PROJECTS

The Council routinely undertake updates and maintenance to the sites as well as capital investment in the facilities. Some of the most notable projects in the last three years are:

Applemore

- Combining existing studios to create a larger studio with modern facilities
- Replacement of the sports hall floor
- Introduction of virtual studios

New Milton

- Double squash court conversion into free weights area
- Dry changing refurbishment
- Replacement of the sports hall floor
- Installation of LED lighting in sports hall and swimming pool
- Recladding of the corrugated roof

Lymington

- Complete gym refurbishment
- Refurbishment of the sauna/steam room

Ringwood

- Gym extension including dedicated free weights area
- Sauna and steam room reconfiguration
- Development of purpose-built spin studio
- Installation of LED lighting in sports hall
- Replacement of the sports hall floor
- Introduction of virtual studios

Totton

- Gym extension into the dry changing area
- Replacement of pool plant
- Replacement of the sports hall floor
- Introduction of virtual cycling studios
- Installation of LED lighting in sports hall
- Introduction of virtual studios

The Council has undertaken Condition Surveys across the five sites that will be available to the Operators during the ITN stage.

The proposed projects for this coming year 19/20 include:

- Replacement of the AGP (artificial grass pitch) carpet - Lymington
- Refurbishment of structural steels - Ringwood



SITE VISITS

The council are proposing to hold a site visit open day for the five facilities during the week commencing 30 September. There will be a briefing for interested parties followed by guided site visits. Please request an invitation via the South East Business Portal (SEBP).



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THE PROCUREMENT PROCESS

The Council is seeking to select and appoint an Operator with experience, know-how and track record in the delivery of the public sector strategic outcomes, day to day operational management of leisure facilities, asset maintenance and Active Lifestyle programme. The Council will procure this contract using the principles of the OJEU Competitive Procedure with Negotiation which consists of three phases:-

- Phase 1 - EOI - Obtain expressions of interest from potential operators
- Phase 2 - ITN – Invitations to Negotiation process with shortlisted operators
- Phase 3 - BAFO – Invite final offers from operators post negotiation phase

Phase 1 - Expression of Interest (EOI)

New Forest District Council advertises forthcoming contract opportunities via the South East Business Portal (ProContract) <https://sebp.due-north.com/>. Suppliers can register free of charge on the South East Business Portal.

Interested parties should complete the EOI Supplier Self Declaration response form (which should be downloaded) and then upload to ProContract by the close date specified. Following the close date for Expressions of Interest the Council will assess the Supplier Self-Declaration submitted by candidate(s) who have responded.

The purpose of the Supplier Self-Declaration is to assist the Council in the evaluation potential candidates for this tender opportunity. Under Public Contracts Regulations 2015 the Council is permitted to ask relevant and proportionate “suitability assessment questions”, designed to enable it to assess “whether candidates meet minimum standards of suitability, capability, legal status or financial standing”.

Note: Self-declaration submissions that fail any question from the pass/fail section will not progress any further in the process and the supplier will be informed of their exclusion via the Councils e-tendering portal (ProContract hosted via the SEBP).

All Expression of Interest submissions will be reviewed by the Council in order to select a short-list of suppliers (maximum of five) to be invited to the negotiation phase of the tender. Candidates not short-listed will be excluded from the process and advised via ProContract SEBP messaging function.

As outlined above, site visits will be available for interested parties to view the five leisure centres during the EOI phase.

Phase 2 - Invitation to Negotiate (ITN):

Short-listed suppliers from the EOI phase (max 5) will be invited to Phase 2 of the procurement process via ProContract SEBP. The ITN phase will provide time for tenderers to develop their proposal, ask clarification questions before submitting a formal tender submission. Following the ITN closing date for initial tenders, the Council's evaluation panel will score responses and invite a short-list of candidates to engage in a series of negotiation events. Candidates not short-listed for negotiation will be excluded from the process and advised via ProContract SEBP messaging function. The Council will have the right to appoint at the end of the initial tender stage.

Procurement Phase 3 – Best and Final Offers (BAFO):

Once the Council is satisfied that it has a solution from bidders, the Council will close negotiation and request those candidates still in the process to submit their best and final offers to operate the five Facilities on behalf of the Council.

Following the BAFO closing date for Final Tenders, the Council's evaluation panel will score responses and select its Preferred Bidder. Following the clarification of commitments and then the OJEU standstill period the Preferred Bidder will be awarded the contract.

Timetable

The table below highlights the key milestones for the procurement exercise.

Key Milestones	Date
Contract Notice Advertised via OJEU & South East Business Portal	Advert issued: 16/09/19
Expression of Interest (EOI) Phase Includes Leisure Centre Open Day* with briefing for interested parties followed by site visits * note: please request invitation via SEBP Q&A	Starts: 16/09/19 Open day event: w/c 30/09/19 Q&A ends: 14/10/19 Closes: 18/10/19 Evaluation ends: 01/11/19 Candidates Notified: w/c 11/11/19
Invitation to Negotiate (ITN) Phase Initial Tenders stage Short-Listed candidates only	Starts: 18/11/19 Q&A: 16/12/19 Closes: 10/01/20 Evaluation: 24/01/20 Candidates Notified: w/c 03/02/20
Invitation to Negotiate (ITN) Phase Negotiation Stage Bidder presentation event Negotiation meeting(s) as required	Bidder presentations: w/c 10/02/20 Starts: 17/02/20 Closes: tbc 06/03/20
Best & Final Offers (BAFO) Phase BAFO submissions from remaining candidates	Starts: tbc 06/03/20 Q&A: 16/03/20 Closes: 20/03/20 Bidder Presentation: w/c 23/03/20 Evaluation ends: tbc July 20
Award Decision OJEU Intention to Award Notice Issued Notify ALL remaining candidates of the contract award decision	Notice issued: tbc OJEU Standstill: tbc Contract award: tbc
Commencement of Contract	Mobilisation plan: tbc October 20

It should be noted that the timetable is subject to change.

Clarification Questions

Please direct any clarification questions you may have via the SEBP using the Messaging feature.

Problems using the SEBP ProContract (hosted by Proactis.com):

If you are a Supplier experiencing problems with your SEBP connection (e.g. login / password / access issue) please contact Proactis at ProContractSuppliers@proactis.com or by logging a ticket on the Supplier Support Portal

Contacting New Forest District Council

Please direct any queries you have in relation to this EOI to the Procurement Team via the SEBP messaging feature. If you are experience problems our contact details are;

New Forest District Council (Procurement Team):

Email: procurement@nfdc.gov.uk

Phone: 023 8028 5588

Attachments:

- Supplier Self Declaration (SSD) – A mandatory response form to be completed and returned via the SEBP to register your expression of interest in this opportunity.
- Guide for Tenderers – Information pack for tenderers explain the procurement process.



newforest.gov.uk