

HEALTH AND LEISURE REVIEW

1. INTRODUCTION

- 1.1 On the 4th September 2019, Cabinet considered the 'Expressions of Interest' document which is the first stage of the Health and Leisure Procurement process.
- 1.2 This report details the key activities of work that will be undertaken in the next 3 – 6 months.

2. BACKGROUND

- 2.1 Members are committed to ensuring the long-term health and wellbeing of our communities through the provision and accessibility of quality and affordable leisure facilities.
- 2.2 Following Community and Leisure Overview and Scrutiny Panel recommendation, the Cabinet agreed in December 2018, for the Council to commence the process to identify a preferred partner to operate the 5 Health and Leisure Centres.
- 2.3 The Task and Finish group has met regularly to determine the Council's future requirements and agreed the Health and Leisure Vision.
- 2.4 Ten Customer forums were attended by over 170 customers. A customer group will be established in September, which will meet regularly throughout the review.
- 2.5 A staff forum with staff representatives from the five health and leisure centres is in place and there will be regular dialogue with our Trade Union representatives through the Employee Side Liaison Panel.

3. PROCUREMENT PROCESS – EXPRESSIONS OF INTEREST

- 3.1 The Council is now in a position to request Expressions of Interest. This is the first phase of the formal procurement process. The Expressions of Interest document sets out background and context in relation to the Council's Health and Leisure service, as well as providing potential bidders with an outline of the outcomes expected from the partnership.
- 3.2 The Expressions of Interest document will be published on the 16th September, and bidders will be invited to submit responses by the closing date of 18th October 2019.

4 PROCUREMENT PROCESS – EVALUATION OF RESPONSES

- 4.1 Bidder responses to the Expressions of Interest document will be evaluated by an officer-led panel.
- 4.2 The Evaluation panel will be an agile team who meet regularly at short notice, are able to answer clarification questions from potential bidders, and will be responsible for reviewing and scoring tender responses at the Expressions of Interest stage, as well as during the Invitation to Negotiate (ITN) and Best and Final Offer (BAFO) stages. The Evaluation Panel will report the outcome of each stage of the evaluation – including scores and rationale – to a Stakeholder Panel.

- 4.3 The Evaluation Panel will consist of the Executive Head of Resources; the Head of Finance; the Service Manager for Health & Leisure, the Strategic Procurement Manager, and the Business Improvement Project Manager.
- 4.4 The Stakeholder Panel will consist of: Cllr Mark Steele, Portfolio Holder for Leisure and Wellbeing; Health and Leisure Task and Finish Group; Trade Union representative and Advisor from the Employee Side Liaison Panel; Staff representative from the Staff forum; Customer representative from the Customer Focus group; and a representative from our partnership schools.
- 4.5 As part of the Expressions of Interest phase, bidders will be marked against a number of "PASS/FAIL" statements, including financial position and business practices.
- 4.6 Bidders will also provide responses against a set of Service Quality criteria: Organisation and Resources; Market Viewpoint and Outlook; Customer Experience and Continuous Improvement; and Experience, Track Record and References. Note that this criteria will be revisited in more detail during the ITN stage of the procurement process.

5. Stakeholder Engagement

- 5.1 In parallel with the procurement process, the project team will continue to engage with key stakeholder groups.
- 5.2 Monthly Customer Focus Groups consisting of users from each of the 5 centres, first one scheduled for early October.
- 5.3 Monthly Staff Group, with staff representatives from each of the 5 centres.
- 5.4 Regular meetings with Trade Union representatives to discuss the detail of the Employment elements of the Contract.
- 5.5 Engagement with both Hampshire County Council and the schools regarding underleases, and management agreements that will need to transfer to any new provider.
- 5.6 Further Customer Forums are being scheduled for November/December across all 5 centres to keep customers up to date with the review.
- 5.7 Ongoing dialogue with other Councils who have been through this process.

6. PROCUREMENT TIMELINE

- 6.1 As outlined above, the Expressions of Interest response period will close on the 18th October 2019, and will be followed by an evaluation period in which the Evaluation Panel will consider each bidder's response and meet to reach a consensus.
- 6.2 The Evaluation Panel will report to the Stakeholder Panel with their scoring and rationale, the stakeholder panel will meet week commencing 4th November 2019.
- 6.3 A maximum of 5 bidders will be notified that they have been successful in making it through to the next stage of the procurement.
- 6.4 The Invitation to Negotiate (ITN) – Initial Tenders phase will commence on the 18th November 2019 at which time the ITN documents – the tender pack – will be shared via the procurement portal.

- 6.5 Bidders will have the opportunity to ask questions regarding the procurement up until the 16th December, and will have until the 10th January 2020 in which to submit their full responses to the tender pack. This includes responses to Service Quality criteria, as well as a 10 year financial business plan and plans for future investment in our leisure centres.
- 6.6 This panel will receive a further report on the review at its next meeting on the 21st January 2020 and all its subsequent meetings until the review is complete.
- 6.7 Evaluation will take place during January and February with preferred bidder presentations to customers and all stakeholder groups to take place at the end of March 2020.
- 6.8 Any recommendations on a preferred bidder will be presented to this panel in June 2020.

7. FINANCIAL IMPLICATIONS

- 7.1 Initial budget of £50k for external expertise to support the procurement process. In addition, a further £26k has been spent on a full condition survey of all five health and leisure centres.

8. RECOMMENDATION

- 8.1 The panel notes this report and receives regular updates.

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Background Papers

Community & Leisure O&S September 2018
Health & Leisure Review

Community & Leisure O&S November 2018
Health & Leisure Review – T&F Group Report

Cabinet September 2019
Health & Leisure Review - Expressions of
Interest