



**London Borough of Haringey**

**Sport and Leisure Contract**

**Service Specification**

**18<sup>th</sup> June 2012**

**VOLUME 4**

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**NOTE:** The Contractor shall comply with all the obligations and requirements set out in each Schedule and Method Statement and these shall be interpreted as part of this Specification.

## 1. BACKGROUND

### 1.1. Description of services

1.1.1. This Specification relates to the management and operation of the following facilities and services for London Borough of Haringey (referred to as The Council hereafter)

#### **Management and operation of the following leisure centres:**

- Tottenham Green Leisure Centre
- Park Road Leisure Centre
- Broadwater Farm Community Centre.

**(In addition the Council may also include White Hart Lane Community Sports Centre in the procurement process)**

## 2. BOROUGH REQUIREMENTS

### 2.1. Policy and Strategy

2.1.1. The Sustainable Community Strategy - A sustainable way forward – detailed in **Appendix 1**, is the strategy of the Haringey Strategic Partnership (HSP). It is the overarching plan for Haringey and it tackles those issues that cannot be dealt with by one agency alone.

2.1.2. This Community Strategy provides a ten year vision from 2007 to 2016 for Haringey. It is based upon a wide ranging consultation process and we would like to thank all those of you who took part in this. The Community Strategy also addresses those issues that we know are key challenges and opportunities for Haringey

2.1.3. The vision for the borough to 2016 is: "A place for diverse communities that people are proud to belong to"

2.1.4. The priorities of the new Sustainable Community Strategy are:

- **People at the heart of change**

And, Haringey will:

- **have an environmentally sustainable future**
- **have economic vitality and prosperity shared by all**
- **be safer for all**
- **have healthier people with a better quality of life, and**

- **be people and customer focused**

## **2.2. Overall service requirements**

2.2.1. The Contractor is expected to deliver the services at the Centres that:

- Contribute to meeting the key objectives and outcomes set out in the Haringey Communities Strategy, in particular relating to health, employment, learning, safer communities and young people.
- More residents in Haringey participating in sport and physical activity, particularly by those residents who experience greater health need.
- Reduction in the cost of the service to the Council
- Provision of high quality facilities and services
- Investment in facilities for ongoing repairs and maintenance and for improvement.
- Effective stakeholder and partner collaboration across the Borough's Sport and physical activity sector to achieve wider outcomes.
- Increase visitor numbers and customer satisfaction, especially amongst those hardest to reach
- Provide investment into leisure facilities to meet Haringey's' aspirations for its residents
- Improve the quality of the facilities
- Achieve a balanced programme of community use that meets the aspirations of the Council and specifically in those areas that have been identified by a requirement to submit a method statement as part of the tender process
- Provide a varied programme of recreational, sporting and community activity that is accessible to all including the disadvantaged and vulnerable groups as expressed in the Council's overall objectives and strategies and plans in relation to providing sport, leisure and physical activity
- Minimise the cost of the facilities to the Council and reduce the current subsidy
- Provide excellent levels of customer care
- Maintain high levels of cleanliness throughout the facilities
- Provide marketing and promotion of the facilities and activities in an accessible, attractive and professional manner that targets those least likely to participate in sport and activity

- Implement a quality assurance system to ensure the smooth operation of the facilities
- Provide suitability qualified staff sufficient to comply with all aspects of the Contract at all times
- Provide suitable equipment to operate all facilities and deliver programmes within the facilities
- Support the development of community organisations clubs/groups and school activities
- Maintain the buildings so as to protect and enhance the building structure, fabric, fixtures and fittings, mechanical and electrical plant and equipment
- Provide security relating to the buildings and surrounding areas and car parks
- Comply with all statutory regulations regarding Health and Safety
- Provide suitable ICT systems for all types of customer bookings that will also enable the Council to monitor both detailed participation at the facilities and other key corporate performance indicators.

2.2.2. This list is not intended to be exhaustive, but is rather an indication of the scope of the service.

2.2.3. Detailed in section 6 are the proposed outcomes of the Council and therefore this specification sets out these proposals and bidders are required to detail how they will achieve the desired outputs within their submitted method statements. Through the dialogue process, these agreed method statements shall subsequently form part of the Contract. It should be noted that the list is not intended to be exhaustive, but is rather an indication of the scope of the service.

### **2.3. General Requirements**

2.3.1. The Contractor will be flexible in their approach during the Contract Period, as the Council's aims and objectives change.

2.3.2. The Contractor's approach will support and meet the aims and objectives of the Council and help meet their objectives throughout the Contract Period.

2.3.3. The Contractor will maintain regular contact with the Council through the period of the contract.

2.3.4. The Contractor will throughout the Contract Period, implement innovative solutions to achieve the Council's ethos of continuous improvement and financial efficiency.

2.3.5. Non-performance of attaining the output specification and method statements agreed between the Contractor and the Council will be dealt with through the Payment Mechanism detailed in the Contract.

2.3.6. The Contractor will be required to produce Annual Service Plans for each facility to demonstrate how the Contractor, in managing the Facilities, will achieve a variety of outcomes to assist the Council in achieving its objectives.

### 3. SERVICE DELIVERY

#### 3.1. Quality Assurance and Quest

3.1.1. The Council is committed to quality assurance and continuous improvement in the provision of sport and physical activity and related services across the borough. The Council expects that the contractor will embrace the Quest Accreditation scheme (and any successor arrangements) and use its methodology and assessment process to achieve continuous improvements for the Service.

3.1.2. The Council expects the contractor to maintain high levels of cleanliness throughout the Facilities and grounds of the Facilities

3.1.3. The Contractor shall operate Quest. The Contractor shall achieve Quest Accreditation for each centre it manages under the contract.

3.1.4. For Broadwater Farm and [White Hart Lane] where Quest Accreditation has not been achieved, the Contractor will achieve this by no later than twelve (12) months following the Services Availability Date and shall maintain Quest Accreditation throughout the remaining Contract Period.

3.1.5. For Park Road Pools and Tottenham Green LC which hold existing Quest Accreditation, the Contractor will continue to seek re-accreditation in keeping with the existing cycle of accreditation, maintenance visits and full assessment visits from a Quest assessment team.

3.1.6. The Contractor shall continue with the Quest Accreditation for each centre it manages under the contract. The Contractor must achieve:

- Quest Entry
- Quest Plus - The Contractor is to agree with the Council the approach to the chosen Specific Modules, to ensure a range of modules are chosen across the Contract.
- Quest Stretch for at least 2 of the Centres by year 4 – The Contractor is to agree with the Council the chosen Stretch Module.

3.1.7. The Contractor will seek to improve or at least maintain its relative benchmark rating in Quest developing a continuous improvement approach to those areas identified as below the benchmarked average.

3.1.8. The Contractor shall inform the Council of:

- the date the Quest Accreditation is achieved within five (5) Business Days of receiving notification; and
- any subsequent visits made to confirm the continuation of the Quest Accreditation within five (5) Business Days of notification of such visit.



- Should the Quest quality accreditation system for sport and leisure be discontinued before or during the Contract Period, the Council and the Contractor shall agree an alternative method of quality assurance.

3.1.9. The Contractor shall obtain within the first 2 years of Contract commencement the ISO 14001 accreditation for the Centres.

### 3.2. Opening hours

3.2.1. The Contractor shall note that the specific opening hours of the Facilities shall be subject to negotiation with the Council. The Contractor shall set out its proposals for opening hours for each facility and activity as part of the method statement submission.

3.2.2. The decision reached in agreement with the Council will be binding upon the Contractor. The current opening hours of each centre are shown in the documents which form **Appendix 2**.

3.2.3. The Contractor will ensure the Facilities shall be open at these times on all days of the year except on Christmas Day, Boxing Day and New Years Day when the Facilities will be closed. For all other public holidays the Contractor may offer a reduced service or closure subject to written approval by the Authorised Officer.

3.2.4. The Contractor may extend the opening hours at the Facilities subject to prior agreement by the Authorised Officer and taking account of any licensing or planning restrictions.

3.2.5. Outside of the minimum opening hours an automated telephone answering service shall be provided and up to date information available on the Council's and Contractor's website.

### 3.3. Pricing

3.3.1. The current prices for all activities are provided in the documents which form **Appendix 3**. It is the intention of the Council to allow the Contractor considerable flexibility in relation to pricing, in order to achieve maximised income levels as well as using innovative pricing policies to achieve the Council's participation targets.

3.3.2. The Council is very keen that pricing of activities and facilities in the Borough is sensitive to the fact that price can be a barrier to use. It is believed that the range of current pricing is in line with what the residents can afford.

3.3.3. However as part of this procurement process the Council is keen for a full review of the current pricing, from pay and play to resident, concessionary and the membership packages for all users of the facilities.

3.3.4. Protected Club prices see 3.5 below and the concessionary scheme is deemed to be protected and the Contractor will not be able to increase these prices, other

than by the agreed indexation rate (CPI), via the annual service planning process and with the consent of the Council.

3.3.5. The structure of all pricing and actual prices are to be agreed with the Council prior to Contract commencement, however the Contractor will be able to increase prices during the contract, (apart from any protected club prices and concessionary scheme pricing), however must notify the Council 30 days prior to implementation.

3.3.6. As part of the Annual Service plan, the Contractor is to formally review pricing and structures and inform the Council of any proposed changes, together with the business case for the changes.

3.3.7. The Contractor shall ensure that all prices are displayed within the entrance or reception area of each centre, within facility literature and on the Council's/Contractor's website.

3.3.8. The Contractor shall ensure that any price changes are advertised to Customers giving at least 30 days notice before the change is implemented.

3.3.9. The Council currently offers a membership scheme for regular access to some of its key facilities. As part of the scheme there are membership packages for the Council staff, these are to be maintained throughout the Contract Period unless a change is agreed with the Council. These are called; 'Corporate Gold and 'Corporate Silver' within the prices information.

3.3.10. All prices must be inclusive of VAT.

### **3.4. The Active Card**

3.4.1. Haringey Borough Council operates a concessionary access card scheme called the Active Card that offers a wide range of benefits to local people. The aim of the scheme is to attract priority groups to the Centres where price is a barrier to participation. Haringey residents that are currently receiving benefits can also access discounts to most of the major leisure facilities operated by the Council. Full details of the scheme are provided for in Appendix 3. The Contractor can submit proposals to alter or modify the scheme, if they believe that the alterations will help the Council to achieve its stated aims and objectives as part of its Method Statement submission. The Council may or may not agree the changes. The Active Card is deemed to be protected.

3.4.2. The Council is keen to utilise the Active Card to:

- Be developed as a monitoring tool to measure young people's usage particularly during summer holidays
- Encourage parent / carer and young people's joint participation

3.4.3. The Contractor shall ensure that all IT requirements for the Active Card or any replacement card are provided in the Facilities.

### 3.5. Active Club Scheme

3.5.1. The Council operates an Active Club scheme. Clubs that are accredited receive reduced hire rates at facilities. The Contractor is to maintain this scheme throughout the Contract Period. This scheme is deemed to be protected.

3.5.2. The guidance for clubs to become accredited to the scheme and 2010/11 Clubs that were accredited are detailed in **Appendix 4**.

### 3.6. Centre Membership

3.6.1. The Council does not currently operate any type of 'Centre Membership' or residents scheme.

3.6.2. The Council would like to see an appropriate scheme introduced, to aid the data collection and therefore analysis of current users of the facilities and to improve marketing.

3.6.3. The Council wishes for bidders to suggest innovative schemes that also interface with the pay as you play pricing and monthly membership schemes as part of the Method Statement submissions, so a new scheme can be introduced within the first year of the Contract.

### 3.7. Membership data

3.7.1. The Contractor shall report, on a monthly basis, the number of members within each subscription type, and data on regular attendances by members, broken down by post code. The Contractor is required to submit proposals to the Council that may improve and broaden the current membership scheme.

3.7.2. In relation to current and future members, the Contractor shall, for the purpose of performance management, ensure that users personal details are collected and recorded on computer records and in accordance with the principles of the Data Protection Act (DPA). Details shall include as a minimum:

- Age (DOB)
- Gender
- Ethnicity (Categories to be supplied by the Council)
- Disability
- Sexual orientation
- Socio-Economic Status
- Postcode
- Religion

3.7.3. All income received from the current and any future membership schemes will be retained by the Contractor.

### 3.8. Sports Development Programmes

3.8.1. There are a small number of programmes, where the Council's Sport and Physical Activity Commissioning team manage programmes at White Hart Lane Community Sports Centre, namely the Tennis Programme and the Holiday Programme. For these programmes, the Contractor is to take the income for the schemes through the front of house ICT system, however the income from the programmes is to be delivered to the Council. Appropriate accounting systems for this income are to be provided by the Contractor, with the income paid to the Council on a quarterly basis on receiving an invoice. The payment of this income is to be separate from any other payments between the Council and Contractor; for example as part of the management fee.

### 3.9. Programming – General

3.9.1. The Contractor shall provide an integrated programming and sports development approach to maximise the use of all facility areas at all times during the opening hours.

3.9.2. The Contractor will provide a varied programme of recreational, sporting and community activity that is accessible to all including the disadvantaged and vulnerable groups across the borough.

3.9.3. The Contractor will ensure that the Facilities have exciting, innovative programmes to encourage use by all sections of the local community. The programmes shall be responsive to new trends and the Contractor is encouraged to try new activities within the Facilities to test their impact on participation rates.

3.9.4. The Contractor must maintain a balance between casual, club, courses, and sessions within the Facilities. Programming must focus on delivering sport and physical activity sessions. Alternative uses of the Facilities shall be considered when there is not otherwise a demand for sport and physical activities.

3.9.5. The Contractor shall ensure programmes shall take into account relevant National Governing Body, Sport England and the English Federation for Disability Sport agendas.

3.9.6. The Contractor will provide programmes for both term time and holidays to encourage use by young people.

3.9.7. The Contractor will operate learn to swim programmes for both adults and children at the Facilities. The Council has recently developed the Haringey Aquatics Plan, that has been developed with ASA and key borough stakeholders including the Haringey Aquatics club. The Contractor is to become a key delivery partner in delivering the plan and must agree with the Council its Action Plan to demonstrate delivery within 3 months of the Contract commencement date. A copy of the Aquatics Plan is provided in **Appendix 1**.

- 3.9.8. The Contractor is required to develop Centre-specific sports development plans linking the aims and objectives to the activities on offer within the Facilities to Haringey's sport and physical activity priorities. The plans will be reviewed with the Council on a quarterly basis, with outputs and further actions agreed.
- 3.9.9. The Contractor will ensure that the programmes and approach to sports development reflect the requirement to increase participation by the population overall to reflect the health benefits of physical activity. Programmes shall reflect the key principles for sports development, to provide grass roots participation and routes up the sports development continuum, identifying routes for excellence in partnership with other Government agencies, voluntary/charitable organisations, clubs and local primary and secondary schools.
- 3.9.10. Protected bookings that the Contractor can't alter without the agreement of the Council are detailed in **Appendix 5**.
- 3.9.11. One-off sporting and non-sporting events are encouraged to raise the profile of the Facilities and at TGLC, the events and private bookings programme in the main hall is extensive. However these types of events shall not detract from the core facility programmes on offer at the other Facilities.
- 3.9.12. Programme alterations initiated by the Council, which affect centre income shall be subject to negotiation between the Contractor and the Council. It is also anticipated that the Contractor will pro-actively work with partner organisations to obtain additional grant funding for sport and health related programmes.
- 3.9.13. The Contractor is expected to make a significant contribution to increases in participation in sport and physical activity. The Council has the following high level participation targets for its Centres:
- An increase in throughput of [2%], year on year, for the first five years of the Contract (i.e. a [10%] increase in overall attendances at the Centres overall in a five year period.)
  - An increase in regular attendances (those attending the Centres twice or more per week on average), of [2%] per annum for the first five years of the contract.
  - An increase in throughput of hard to reach groups as determined by the Contractor and Council within 6 months of Contract commencement.
- 3.9.14. The Contractor will be required to analyse each Centre's users on an annual basis and compare the make-up of the users to the demographics of the effective catchment area of the Centre, to assess whether there are any sections of the community that are under-represented. Where there are groups that have a low participation at the centres or individual Centre, programmes and other barriers should be researched and actions introduced to encourage use by these under-represented groups. This analysis and actions should form part of the actions of the annual service plan.

3.9.15. The Contractor shall record attendances from these priority groups and demonstrate increases in attendance and participation over the period of the contract.

3.9.16. Additional payment to the Contractor will only be made where programme alterations are initiated by the Council and subject to the presentation of evidence to demonstrate loss of income by the Contractor and only where the alterations are not required to comply with any other Conditions within this Specification and the Contract.

### **3.10. Sports Development**

3.10.1. The Contractor will liaise with the Council and adopt a commitment to deliver participation initiatives with a range of key partners across the borough.

3.10.2. The Contractor will assist in the delivery of key projects to increase participation levels for both sport and health improvement reasons, and initiatives supporting the development of clubs, coaches and volunteers.

3.10.3. The Contractor will continue to provide the current broad sports development activity/offer at the facilities.

3.10.4. The Contractor will actively seek funding opportunities for the facilities, programmes and services that aids the Council in achieving its overall objectives.

3.10.5. The Council wishes to commence a scheme for talented athletes, whereby it allows athletes who have the potential to represent the Council at National and International competition reduced prices/free access at the Centres. Contractors are to propose schemes to the Council for agreement within three months of Contract Commencement.

3.10.6. The Contractor shall commit to becoming a member organisation of the Community Sports and Physical Activity Network (CSPAN) and a senior manager attending its regular meetings. The Contractor shall also become an active member of the Well Being subgroup.

3.10.7. The Contractor shall adopt the Council's future sports development plans as a basis for planning sport and physical activity initiatives.

3.10.8. The Contractor shall contribute initiatives to be delivered through the centres and any outreach work in line with the outcomes of the Council's sports development plans.

3.10.9. The Contractor is required to develop a sports development plan linking the aims and objectives to the activities on offer within the Centres. The plan will be reviewed with the Council on a quarterly basis, with outputs and further actions agreed.

3.10.10. The plan shall support achievement of the Council's wider strategic outcomes as well as the Sport and Physical Activity Strategy and sports specific development plans as a basis for planning sport and physical activity initiatives.

3.10.11. The Contractor shall contribute initiatives to be delivered through the Centres and any outreach work in line with the outcomes of the Council's sports development plans.

3.10.12. The Contractor shall provide a senior member of its team to represent the organisation on the Well Being arm of the local strategic partnership. This will require attendance at partnership meetings and delivery of relevant actions.

### **3.11. Relationship with Council's Sport and Physical Activity Commissioning Team**

3.11.1. The Council currently has a sport and physical activity commissioning team to guide the development of sport and physical activity broadly across the Council. The Contractor is expected to forge a close relationship with this unit and work to deliver jointly developed initiatives with the teams.

### **3.12. Public Health and Healthy Inequalities**

3.12.1. One of the Council's key aims is to reduce Health Inequalities within the Borough and sees the Contractor as a key partner in this within the management of the leisure centres. The Council's Annual Public Health report is provided in **Appendix 17** together with the recently launched Health and Wellbeing Strategy.

3.12.2. The Council wishes to see the Contractor develop a healthy lifestyle programme across all Facilities in conjunction with the Council and further develop a full range of healthy lifestyle programmes. It is anticipated that this programme will include both commercial and subsidised programmes that at least encompasses; weight management; cardiac rehabilitation, smoking cessation, personal training, mobility classes for older people, children and young adult fitness classes and GP referral schemes.

3.12.3. These programmes are to be targeted at the areas / priority groups in the borough with the poorest health KPI's which the Council will work with the Contractor to fully define. These groups are likely to include non traditional leisure centre users.

3.12.4. The Contractor is encouraged to work closely with GPs, Public Health and other agencies in this area to create a strong working partnership and attract funding for programmes where possible.

3.12.5. The Contractor is to consider the needs of older people in their service provision and specifically to provide programmes or classes to enhance mobility and provide falls prevention for older people.

- 3.12.6. The current GP referral scheme is funded until March 2013, details of which are provided in **Appendix 6**. The Contractor is to propose a programme that it could offer if the current funding is reduced or ended.
- 3.12.7. The Council is committed to reducing the percentage of adults who are shown via the Active People survey to undertake no exercise. The current percentage of non participants is 45.4% and the Contractor's annual plan should demonstrate how it will seek to reduce this percentage.

### **3.13. Activities for Children and Young People**

- 3.13.1. Children and Young people's participation is also a key priority for the Council. The Council's Strategic Children's and Young People's Plan, first objective to 'Be Healthy', with the priority to 'Improve Health and Well Being throughout Life'. The Contractor should work closely with CYPS and demonstrate how its Facility programmes are contributing to these objectives. The Contractor should also develop links with the Council's Children's centres to encourage participation.
- 3.13.2. With regard to activities for children and young people the Contractor shall comply at all times with the Council's Child Protection procedures (included in **Appendix 7**), the Children Act 1991, the Protection of Children Act 2003, and the Safeguarding Vulnerable Groups Act 2006 and any subsequent amendments or modifications thereof.
- 3.13.3. The Contractor will also take due account of changes in local good practice guidelines in respect of the provision of activities for children and young people as advised by the Council and shall co-operate with the relevant departments within the Council, as required.
- 3.13.4. The Contractor will be required to operate and publicise a range of activities and programmes targeted at children 0-18 during all school holidays. These shall be sent to the Council 6 weeks prior to commencement of the programme.
- 3.13.5. The contractor is to provide specific parent/carer and child joint sessions
- 3.13.6. The contractor will apply an appropriate admission policy for swimming for children which is in line national guidelines.
- 3.13.7. The Contractor will ensure the welfare of children and young people are protected by having such procedures in place (i.e. a photography policy) that protects their welfare.
- 3.13.8. The Contractor should ensure that its communication strategies are specific to engaging with young people particularly with regards to new technology.



### **3.14. Programme Review**

- 3.14.1. It is the intention of the Council to allow the Contractor considerable flexibility in relation to programming in order to achieve maximised income levels as well as increasing participation.
- 3.14.2. Proposed programmes of use for all activity areas shall be agreed with the Council prior to Contract commencement.
- 3.14.3. The Contractor shall ensure that all programmes will be regularly reviewed and updated to respond to changing demand.
- 3.14.4. Substantial changes to the agreed programmes shall not be made by the Contractor without consent of the Council.
- 3.14.5. Changes to programmes will be appropriately advertised to customers to ensure that Customers are aware of the changes to the programme.
- 3.14.6. The Contractor will provide annual marketing plans to advertise promote and raise awareness of the Facilities and programmes to local, regional and national markets.
- 3.14.7. All marketing will conform to the Council's standards and any changes in Council marketing schemes will be implemented by the Contractor at no cost to the Council.
- 3.14.8. The Contractor will work with the Council on mutually agreed initiatives to promote new activities to specific user groups. Where the Council is successful in obtaining funding for new initiatives, the Contractor will agree a Service Level Agreement to deliver the initiative on behalf of the Council.

### **3.15. Bookings and Point of Sale**

- 3.15.1. The Contractor will be required to operate from the Contract commencement date a membership and booking system at the Facilities. The Contractor will be responsible for providing their system to replace the current XN Advantage system. The Council will arrange for the transfer of relevant data in accordance with the provision of the Contract. The system must meet this Specification's requirements.
- 3.15.2. The Contractor shall implement a booking system that allows a fair opportunity for users to book or reserve activities by telephone, website or in person and does not result in Facilities being dominated by any individuals or groups to the exclusion of others.
- 3.15.3. The Contractor shall provide alternative cash handling procedures in the event of failure of the till system at the Facilities.

- 3.15.4. The Contractor will continue to offer an on-line booking service for members and for non-members of the Facilities.

### **3.16. Marketing**

- 3.16.1. The Contractor's marketing plans will focus on the Council's key participation objectives, how they will be achieved and measurable targets set for each action point.
- 3.16.2. The Contractor's marketing will specifically be aimed at increasing participation by underrepresented and disadvantaged groups. The Contractor will use innovative methods to reach the diverse communities of the Borough, reflecting these different demographic profiles.
- 3.16.3. The Contractor will provide marketing strategies for both existing users and non-users.
- 3.16.4. The Contractor will provide the Year 1 marketing plan prior to Contract commencement for Council approval. This will include for a programme of activities and events to mark the launch of the new contract.
- 3.16.5. In subsequent years, the Contractor will be required to have an annual marketing plan in place prior to the new fiscal year commencement and be submitted to the Council in conjunction with the Annual Service Plan.
- 3.16.6. The Contractor shall market to all communities within the Borough by taking into account the needs of access to information in terms of language, positive visual images and taking account of impairments which may cause difficulty for communication with disabled customers.
- 3.16.7. The style of the Contractors' marketing and brands must be agreed with the Council before Contract commencement, including the use of the Council logo and brands on all materials. The Council's corporate guidelines are provided in **Appendix 8**
- 3.16.8. The Council's website will be the main landing page for information about the Facilities, links will be provided from this landing page to the Contractors website. The Contractors website must provide up to date information of all programmes, prices, location, contact details and other appropriate information for all of the Facilities. Where practical the Contractors website should adopt the Council's web colours and style sheets.
- 3.16.9. All advertising literature must reference the Council as provider of the Facilities. The wording is to be agreed with the Council prior to production of any marketing literature. The Council's corporate branding must be used on all literature, external signage and on the Contractors website, where appropriate.
- 3.16.10. The Contractor shall ensure that at all times the Facilities are open there is always up to date printed information available on the opening hours of the

Facilities, programmes, activities and prices. The Contractor shall ensure that such information on display, on the website or in publication is up to date, accurate and attractively presented.

3.16.11. The Contractor shall ensure that all standards laid down by the Advertising Standards Authority and Trading Standards Board are adhered to at all times.

3.16.12. The Contractor shall make provision within the Facilities to display marketing literature from other Council services as appropriate.

3.16.13. The Contractor shall provide marketing and promotion of the Facilities and activities in an attractive, accessible and professional manner, in line with Council policies.

### **3.17. Customer Care and satisfaction**

3.17.1. The Contractor will provide excellent levels of customer care and improve overall customer satisfaction during the term of the Contract which shall be measured via customer satisfaction surveys on a monthly basis.

3.17.2. The Contractor must have a suitable Customer Care Policy and procedures for each facility.

3.17.3. The Customer Care Policy shall incorporate:

- Service Standards
- Customer Charter
- Customer feedback procedures including customer comments, verbal comments, mystery shopper reports, mystery caller reports, customer and club forums
- Use of Benchmarking Services
- Measurement of levels of customer satisfaction
- Dealing with complaints and an escalation process.
- Methods of displaying analysis and actions from customer feedback within the Facilities
- Lost Property Procedures

3.17.4. The Contractor must have suitable training procedures in place for ensuring that staff deliver excellent customer care to all customers and are able to also deal with complaints.

3.17.5. The Contractor's staff shall have knowledge and access to information to deal with all enquiries relating to the Facilities across the contract.

3.17.6. The Contractor should provide demonstrably high levels of customer satisfaction throughout the Contract Period.

### 3.18. Catering

- 3.18.1. The Catering at Park Road Pools is delivered through a 15 year sub contract, the details of this contract are provided in **Appendix 9**. The Contractor will be required to continue with this Contract.
- 3.18.2. The catering at Broadwater Farm Community Centre is delivered through an agreement with a local community organisation and the details of this are provided in **Appendix 9**. The Contractor will be required to continue with the terms of the agreement.
- 3.18.3. The Catering facilities at Tottenham Green LC have been recently closed and the Council is keen to hear from Contractors options for either re-providing the service or other uses for the space.
- 3.18.4. If the Contractor provides a new catering service, the clauses of the specification as detailed below must be adhered to.
- 3.18.5. The service can be managed directly by the Contractor or through a subcontractor, however all elements of the specification must always be adhered to.
- 3.18.6. The food offer should include healthy eating options, to be delivered to the highest culinary standard for the benefit of persons using the Centres.
- 3.18.7. The Council wishes to see the Contractor offer healthy eating options as part of the menu offer. The Contractor is encouraged to obtain appropriate health eating awards for its menu.
- 3.18.8. The Contractor will be expected to demonstrate high standards of food hygiene at all times and must adhere to all food safety and food standards legislation and best practice.
- 3.18.9. Where the Centres have liquor licences the requirements of the licence must be followed and appropriate transfers completed as soon as practicably possible after Contract commencement. If contractors wish to gain a licence at any of the other Centres, the consent of the Council must be first obtained.
- 3.18.10. The Contractor must comply with all statutory regulations relating to good food hygiene including The Food Safety Act 1990 (as amended), Regulation (EC) 178/2002 Regulation (EC) 852/2004 and The Food Hygiene (England) Regulations 2006 and shall follow good food hygiene practice at all times.
- 3.18.11. In addition, the Contractor must ensure that all food handlers have undertaken hygiene training appropriate to their duties and that training records including copies of certificates must be kept on site and available for inspection by the Authorised Officer upon request. Food handlers preparing and handling unwrapped foods must undertake the Chartered Institute of Environmental Health's Level 2 Award in Food Safety in Catering or equivalent prior to appointment.

3.18.12. The Contractor is to propose the opening hours of the cafes within their method statement. They may, within normal legal requirements, extend the opening hours of cafes, throughout the Contract Period.

3.18.13. All of the Centres are subject to the Council's no smoking policy and the Contractor shall maintain and enforce this policy within the Centres for both customers and staff.

### **3.19. Vending**

3.19.1. The Contractor shall be responsible for the provision of a vending service that adequately services those who choose to use the Centres.

3.19.2. The current vending service has been outsourced. However the current contract has expired, although the same arrangements are currently in place. The Contractor can choose whether to extend the agreement or provide the service in an alternative way during the Contract Period.

3.19.3. The Contractor shall not enter into any agreement with any other party for the provision of catering at the Centres except on terms that have previously been agreed with the Council.

3.19.4. Healthy food and drinks should be provided across the catering service, including vending machines, to a minimum of 50% of product line.

3.19.5. All vending machines shall be kept well stocked at all times and maintained in accordance with the manufacturer's recommendations. A maintenance agreement shall be entered into with the manufacturer at the Contractor's expense.

3.19.6. Before the installation of any vending machine, it will be the Contractor's responsibility to ensure that all electrical and water requirements are met.

3.19.7. The Contractors can offer retail and re-saleable items for purchase at the Centres.

3.19.8. Tobacco products must not be sold within the Centres. Cigarette machines will not be allowed within the Centres.

3.19.9. Gaming machines are not allowed within the Centres.

## 4. FACILITY OPERATION

### 4.1. Staffing

**Please note that primary details relating to staffing are included in the Contract.**

- 4.1.1. The Contractor will ensure that the Facilities are staffed with sufficient and suitably qualified and trained staff to provide the services required by this Specification and as detailed within the Contractors method statements and all relevant legislation.
- 4.1.2. The Contractor will be required to appoint an overall Contract/Partnership Manager to be its authorised representative. The Contract Manager shall be available to consult with the Council as often as may reasonably be necessary for the efficient provision of the services and attend meetings on regular basis.
- 4.1.3. Staffing for swimming pools must be in accordance with 'Managing Health and Safety in Swimming Pools' and staffing for the crèches must reflect OFSTED standards and any subsequent amendments thereof.
- 4.1.4. All staff employed for coaching or as instructors must have relevant qualifications and experience as set by the Register of Exercise Professionals (REPS) and the appropriate National Governing Bodies of Sport where appropriate.
- 4.1.5. In respect of all staff employed or seeking employment, the Contractor shall comply with the provisions of all relevant employment legislation including the Equality Act 2010, the EU Working Time Directive and relevant Working Time Regulations, the London Living Allowance, and any subsequent amendments thereof. These are further specified in the Contract.
- 4.1.6. The Contractor is required to demonstrate, through the annual service plan, how they will recruit and retain staff from the local communities in Haringey.
- 4.1.7. The Contractor is responsible for undertaking the appropriate CRB checks. These requirements are further specified in the Contract.
- 4.1.8. The Contractor shall at all times provide staffing levels sufficient to comply with all aspects of the Contract.

### 4.2. Work Experience

- 4.2.1. The Contractor shall support the placements of work experience students and apprenticeships across the Centres and work in liaison with the Council's HR department to actively promote work experience to schools and colleges across the contract.
- 4.2.2. The objectives are:

- To increase the student's knowledge of the work place including career prospects, training needed and entry requirements.
- To develop an understanding and awareness of the processes involved in the delivery of leisure and sports facilities and its relationship to the Council
- To develop knowledge, skills and abilities in relation to the duties identified by experiencing a variety of tasks that are necessary for the smooth running of the organisation.

4.2.3. The Contractor shall ensure that there is a responsible staff member to whom the students can refer to at the Facilities.

4.2.4. Any work experience students or trainees shall always be supernumerary to the agreed establishment, working alongside existing staff.

#### **4.3. Staff Training**

4.3.1. The Contractor must have a staff training and development policy and demonstrate its approach to providing career progression for all staff. This must include training in relation to disabilities, adult safeguarding and child protection in addition to the standard professional training programmes.

4.3.2. The Contractor shall update its staff training and development policy each year of the Contract and issue the updated version to the Council.

#### **4.4. Staff Satisfaction**

4.4.1. The Contractor shall demonstrate its approach for measuring and improving staff satisfaction.

4.4.2. The Contractor shall undertake a comprehensive annual survey of staff satisfaction, by means agreed with the Council prior to undertaking of the survey.

4.4.3. Following completion of the Staff Satisfaction Survey, the Contractor shall disseminate the results to all Staff and the Council, and agree with the Council an action plan which addresses the key findings of the survey.

#### **4.5. Recruitment**

4.5.1. The Contractor shall have recruitment procedures to ensure that all prospective candidates are given equal consideration for available positions. The Contractor shall set out its approach to recruitment within the relevant method statement included with its proposal and demonstrate how it ensures all equal opportunities legislation is adhered to.

4.5.2. The Contractor will ensure that its staffing establishment is reflective of the demographic profile of Haringey.

#### **4.6. Equality and Diversity**

4.6.1. The Contractor must have an equality and diversity policy and procedures to support it. The Contractor must work with the Council to the appropriate level of the Council's Equality Scheme (and any subsequent updates during the Contract Period). The Council requires that the Contractor monitors its staff diversity in comparison with the local community within which it works.

4.6.2. The Contractor must be able to demonstrate it is taking reasonable steps to ensure its staff profile reflects the community.

#### **4.7. Health and Safety**

4.7.1. The Contractor must comply with all relevant sections of the Health and Safety at Work. Act 1974, and other subordinate legislation and approved codes of practice.

4.7.2. The Contractor will maintain a complete health and safety policy, to comply with Section 1 of the Health and Safety at Work. Act 1974, and submit a copy to the Council at least annually or upon request

4.7.3. The Facilities are subject to the Council's No Smoking Policy and the Contractor shall maintain and enforce this policy and display the statutory signage. This applies inside all buildings and around the immediate boundary of all Facilities.

4.7.4. The Contractor shall adopt Operating Procedures and safe methods of work in order to protect the Health and Safety of staff, Council employees, customers and all other persons, and shall ensure that staff and customers are kept fully informed of all Health and Safety procedures and risks.

4.7.5. The Contractor shall produce a Health and Safety Manual, which shall be provided to all staff and volunteers and updated in response to legislation or guidance from the Health and Safety Executive.

4.7.6. The Contractor shall operate the relevant Facilities in line with the recommendations in the most recent edition of the HSE publication "Management of Health and Safety in Swimming Pools" (HSG 179) and any subsequent amendments thereof.

4.7.7. As required under the Health and Safety (First Aid) Regulations 1981 the Contractor must provide adequate first aid facilities for employees and public, including the provision of qualified first aiders.

4.7.8. The Contractor may be subject at any time to a full Health and Safety inspection by an appointed Inspecting Officer employed by the Council. A report will be available to the Contractor and the Contractor will be required to act upon the recommendations within an agreed time period, subject to all necessary



enforcement action under Health and Safety at Work Act 1974 and other statutory regulations thereof.

4.7.9. The Contractor shall take all necessary steps to ensure that only authorised personnel are permitted in non- public areas of the Facilities, such as plant areas, staff rooms, offices etc.

#### **4.8. Recording of Injuries, Accidents and Dangerous Occurrences**

4.8.1. The Contractor is required to report all reportable Injuries, Diseases and Dangerous Occurrences to the enforcing authority (under RIDDOR) and that the other parts of this section are additional and relate to the client's requirements for monitoring purposes.

4.8.2. The Contractor must maintain a record and investigate the circumstances of all injuries, fatalities and dangerous/potentially dangerous incidents which arise at the Facilities as required under 'Report of Injuries, Diseases and Dangerous Occurrences Regulations' (RIDDOR) 1995 and any subsequent amendments thereof and notify the Council accordingly.

4.8.3. The Contractor must maintain accident records for both accidents to employees, and members of the public. This applies to both RIDDOR reportable and non reportable incidents.

4.8.4. The Contractor must notify the Council of any major or fatal accident immediately. This applies to both RIDDOR reportable and non reportable incidents.

4.8.5. Any accident or incident involving the attendance of the emergency services (Police, Fire, Ambulance) must be notified as soon as reasonably practical to the Council by the Contractor, and in any case within 24 hours after any such accident or incident.

4.8.6. The Contractor shall ensure members of the public and staff are instructed to report all accidents, however small, to a member of staff who must arrange for a suitable person to complete an 'Accident Report Form' before leaving the Facility.

4.8.7. The Contractor is required to provide suitable accident report forms and keep such records for six years after the date of the last entry in the accident report book. Copies of accident forms must be provided to the Council on a monthly basis together with an appropriate trend analysis of accident data.

#### **4.9. Infectious Diseases**

4.9.1. The Contractor must be alert to the possibility of staff and the members of the public entering the facility with infectious diseases and must take all necessary precautions so as to prevent spread of infection to other users.

- 4.9.2. The Contractor must include within their operating procedures a procedure in the event of a member of staff or the public suffering from any infectious or contagious disease.
- 4.9.3. In the event of an occurrence of any disease likely to endanger public health, the Contractor must immediately notify the Council's Authorised Officer, who may require the Contractor to take such preventative measures as deemed necessary.
- 4.9.4. The Contractor must undertake a suitable and sufficient risk assessment to identify and assess the risk of legionella bacteria from work activities and water systems at the Facilities. Remedial measures must be taken where identified by the risk assessment. The risk assessment and remedial works must be carried out as required under COSHH regulations and in accordance with L8, the HSC's Approved Code of Practice 'Legionnaires Disease – The Control of Legionella Bacteria in Water Systems' and any subsequent amendments thereof.
- 4.9.5. Any remedial action shall not affect the Contractor's normal service requirements and as far as is practicable work shall be undertaken out of hours in order to limit disruption to the service.

#### **4.10. Emergency and Evacuation Procedures**

The Contractor shall ensure that clear procedures are in place to deal with any evacuation and/or emergency situation that may arise at any of the Facilities.

- 4.10.1. The Council's Sports and Leisure Centres may be used as Rest Centres in the event of an emergency or major incident.
- 4.10.2. The Council may, usually but not always at the request of the emergency services, require the use of some or all of a sports centre to provide temporary shelter to people affected by an emergency. This may be a shelter for residents who have been evacuated from their homes due to an emergency, a reception centre for people who have been rescued from the scene of a major incident, or a reception centre for the families and friends of people who are missing in the aftermath of an emergency.
- 4.10.3. The Contractor is responsible for opening and making available the facilities; and for ensuring that the building is safe for occupants, for example by closing off swimming pools. The care and support and provision of direct services to those affected by the emergency will be the responsibility of the Council and/or its partners and providers. The Council will reimburse the Contractor of their reasonable costs in making facilities available. From time to time the Emergency Planning team will visit each premises to confirm contact details and facilities available and the Council may require the Contractor to participate in a "formal training exercise" with regard to the emergency plans, which may necessitate closure of one or more of the Facilities. The cost of such training exercises will be fully borne by the Council. This will not amount to more than 1 day per year.

- 4.10.4. The Contractor must comply with requirements of the Regulatory reform (Fire Safety) Order 2005. The Contractor must produce a fire risk assessment for each premise/site and submit a copy to the Council at least annually or upon request and maintain a fire safety logbook, or similar records, available for inspection at any time.
- 4.10.5. The Council retains the absolute right to instruct the Contractor to close any of the Facilities immediately in the interests of public safety.
- 4.10.6. The Contractor shall ensure that staff names and contact numbers to be contained in the emergency plan are kept up to date at all times. All newly appointed supervisory staff shall have their contact details forwarded to the Council within one week of commencement of appointment.
- 4.10.7. In the event of a civil emergency, the Council reserves the rights to use the whole or any part of any centre at any time. The staff at the Facilities will be required to be available during these times.
- 4.10.8. Similarly, the Council reserves the right to use the Facilities for elections.

#### **4.11. Prevention of Violence and Bullying**

- 4.11.1. The Contractor is required to produce a policy for the prevention of violence and intimidation at work which is compatible with that of the Council's policies as provided in **Appendix 16**
- 4.11.2. The Contractor shall ensure that any instance of violence or abuse is reported as described in Section 4.8 above.

#### **4.12. Risk Assessment**

- 4.12.1. The Contractor shall perform and forward details of a detailed risk assessment during the first six months of the Contract operation and thereafter on a yearly basis. The results of the risk assessment shall form the basis of a health & safety action plan.
- 4.12.2. The Contractor should complete, action and keep up to date fire risk assessments that meet legislative requirements for each of the centres.

## 5. BUILDING MANAGEMENT

### 5.1. Repairs and Maintenance

- 5.1.1. The Contractor shall be responsible for all the repairs and maintenance of all of the Properties of which the Facilities forms part and which shall include (but not limited to) all the internal and external building structure, fabric, roofs, foundations and services maintenance and replacement of all equipments at the Facilities with the exception of latent defects. The Properties are to be maintained so as to protect and enhance the building structures, roofs, foundations, fabrics, fixtures and fittings, mechanical and electrical plants and equipments.
- 5.1.2. No claim by the Contractor for additional payment shall be allowed on the grounds of any misunderstanding or misrepresentation due to lack of knowledge of these conditions, regulations or requirements. Further obligations are set out in the Contract.
- 5.1.3. Condition surveys have been provided, in **Appendix 11**, in order to assist bidders with their proposals. The Council does not warrant these reports and they are provided on an information only basis.
- 5.1.4. The Contractor shall ensure compliance with all standard operational and management legislative requirements of operating a public facility, both current and future. The Contractor shall also comply with all manufacturers' recommendations, some of which may be over and above that required by legislation.
- 5.1.5. The Contractor shall keep and maintain the Properties in Substantial Repair and condition. and the Equipment shall be replaced if beyond economic repair. Replacement fixtures and fittings shall be the same or better quality as that initially specified.
- 5.1.6. The Contractor will ensure that Service Contracts are in place for all areas including plant, machinery, electrical and mechanical installations and fixtures, fittings and equipment where necessary. As a minimum this should comply with SFG20 as defined by the HVCA. Documentary evidence must be kept of service schedules, including service intervals, and a copy be available on each site for inspection at all times.
- 5.1.7. The Contractor is required to develop an equipment inventory and keep it updated throughout the Contract Period, with the Council able to access it as required to monitor the maintenance of their equipment.
- 5.1.8. The Contractor will ensure that the temperature and relative humidity of all the Facilities and pools are kept to a level that is in line with the guidelines provided by Sport England or relevant National Governing Body for sport, for each facility area.

5.1.9. The Contractor shall ensure that the Facilities are properly ventilated at all times by utilising the ventilation systems provided.

5.1.10. The Contractor will ensure illumination and lighting are at all times to the standard specified in the Chartered Institution of Building Services Engineers' Lighting Guide LG4: Sports (1990) and any subsequent amendment thereof and this shall be at the Contractor's expense.

5.1.11. The Contractor will ensure that the drainage systems will provide safe effective removal of wastewater, surface water and liquid waste from the Facilities in compliance with relevant legislation.

## **5.2. Closures for Planned Maintenance**

5.2.1. The Contractor may close the Facilities for essential repairs and maintenance or improvement works for up to two weeks between 15 December and 1 January inclusive each year but will continue to give access to any tenant of any parts of the Properties. Such closures must be agreed, in writing, by the Council, at least one month before the closure is due and will only be granted under the proviso that one of the Facilities with swimming provision is open on each day to facilitate customer use.

5.2.2. In all cases of planned closure or reduced opening hours, including any closures over the Christmas period, the Contractor shall, at his own expense, adequately publicise the closure, giving customers at least 30 days notice.

5.2.3. In the event of an emergency that results in closure or reduced opening hours, the Contractor shall contact the Council immediately, by telephone or email. The Contractor will also provide the maximum notice possible to customers, club representatives, group representatives and school representatives.

5.2.4. The Contractor must maintain a log of hours that the relevant Facility is not open on a daily basis and submit details of any performance failures, closures or service limitations during the minimum opening hours, setting out the details of the closure, the reasons for such closure and any remedial action taken by the Contractor as part of the quarterly performance monitoring report provided to the Council.

## **5.3. Unplanned and enforced closures**

5.3.1. The Contractor shall note that the Council will not be liable for any compensatory payments due to an emergency or closure of the Properties, the Facilities and/or activities at any sites. The Contractor shall take all appropriate precautions in terms of risk and shall reflect this risk assessment in their management fee.

5.3.2. The Council shall notify the Contractor of any unplanned closures or reduction in hours as a result of the Council's need to carry out alterations to the Facilities.

## 5.4. Utilities

- 5.4.1. The Contractor will have responsibility to minimising the consumption of Gas, Water, and Electricity at the Facilities.
- 5.4.2. The Contractor will report on a quarterly basis consumption levels relating to Utilities to the Council appointed Contract Manager.
- 5.4.3. The Contractor will be responsible for the procurement of Utility suppliers for the Facilities in accordance with part 7 of the Payment Mechanism.

## 5.5. Water Quality

- 5.5.1. The Contractor will follow industry best practice in relation to the management of Water Quality in the Centres with swimming pools. Reference is to be made to relevant publications including those from Pool Water Treatment Advisory Group (PWTAG), the Health and Safety executive and Sport England.
- 5.5.2. The Contractor shall ensure at all times that the swimming pool water is of good colour, quality, appearance and at all times must be rendered completely safe for Users to swim in. In addition, at all times the pool bottom must be clearly visible at the deepest section of the pool by anyone standing on poolside.
- 5.5.3. The Contractor shall ensure swimming pool water contains approved quantities of disinfectant to ensure bacteria and pollution is immediately neutralised. Additionally, it must be chemically balanced so as not to cause discomfort through its effect on eyes, nose, throat or skin.
- 5.5.4. The Council has installed Defender filtration systems at both Tottenham Green LC and Park Road Pools. These systems are, we understand unique in the UK but are highly effective at both reducing costs and CO2 emissions. Further information on the Defender system is attached at **Appendix 18**. The Contractor will be required to continue with these systems unless the Council agree for any changes.
- 5.5.5. The Contractor shall undertake water quality tests on site for all pools on site at intervals no greater than four hours and ensure all such results are recorded and retained on site for a minimum of 6 months and more frequently if necessary to ensure public safety at all times.
- 5.5.6. The Contractor shall have in place independent chemical microbiological and bacteriological water testing on a monthly basis to supplement daily testing. Any remedial action required as a result of these tests will be addressed immediately ensuring risk to health and safety is minimised.
- 5.5.7. In the event of more stringent standards being set by PWTAG guidance, Sport England and/or the Health and Safety Executive during the period of contract, the Contractor shall adhere to these more stringent standards. The Contractor shall

not use chemical constituents to maintain the above standards without the prior approval in writing by the Council. The "Pool Water Guide" produced by the Pool Water Treatment Advisory Group provides a broad code of practice to which the Council expects the Contractor to adhere.

5.5.8. Any failure by the Contractor to maintain the appropriate standard of swimming pool water quality may result in prosecution or other action by the Council's Environmental Health Officer.

## **5.6. Building Asset Database**

5.6.1. The Contractor must create and maintain an electronic database, which is a record of all new and existing structures, plant, materials, components, and fixtures and fittings throughout the Contract Period.

5.6.2. The Contractor will ensure there is a database of all assets for each of the Facilities, to be updated as and when alterations or any new works are carried out. The database will list for each asset,

- an asset reference number,
- location of the asset,
- manufacturer and contact details
- condition assessment
- Planned preventative maintenance requirements,
- Record of inspections / routine maintenance
- date of installation
- renewal date.

5.6.3. The asset database will be updated by the Contractor as and when equipment is removed, updated and/ or introduced. A fully updated version will be passed to the Council at the end of the Contract in a readable format.

## **5.7. Planned Preventative Maintenance**

5.7.1. The Contractors PPM programme will be based on the data within the asset database and implemented according to manufacturer's recommendations by fully qualified technicians.

5.7.2. Each facility annual PPM programme will be available to be reviewed electronically by the Council on an annual basis, together with monthly updates of the planned work completed, to demonstrate that the Contractors responsibilities in this area are being met.

## 5.8. Reactive Maintenance

- 5.8.1. The Contractor will have suitable procedures and resources in place for dealing with all required reactive maintenance requirements for the Properties including 24hr cover for emergencies
- 5.8.2. Prior to commencement of the Contract the Contractor will set out its definition of priorities, containment and rectification periods for all elements of Reactive Maintenance and cleaning, against which they will self monitor and provide to the Council a monthly summary of items reported and timescales to rectify.
- 5.8.1. The Contractor will maintain an established supply chain capable of responding to emergencies, including out of hours where appropriate, to ensure minimum disruption to service delivery

## 5.9. Redecoration

- 5.9.1. The Contractor will have a suitable redecoration and renewing of finishes programme in place for all the Properties.
- 5.9.2. The programme will include internal and external redecoration and will be appropriate for the type of finish / fabric. The programme will take into account customer\_critical high use ancillary areas (changing rooms, toilets and reception) to ensure that at all times customers reasonable expectations in regards to redecoration are met.
- 5.9.3. As a minimum all Properties will be fully re-decorated to a good standard internally every 3 years and externally every 10 years depending on the finish and fabric and in any event in the last six months of the Contract.
- 5.9.4. The programmes will be submitted to the Council on an annual basis and progress reviewed on a quarterly basis to demonstrate how these requirements are being met.

## 5.10. Lifecycle Maintenance

- 5.10.1. The Contractor will have a lifecycle maintenance programme for each centre for each year of the contract. It is to be reviewed on an annual basis to meet its full maintenance responsibilities under the Contract.
- 5.10.2. All maintenance is to be completed in line with industry legislation, best practice and Sport England facility guidelines.
- 5.10.3. As the assets remain in the ownership of the Council, the Contractor will work closely with the Council in drawing up the annual lifecycle maintenance programmes of work.
- 5.10.4. The full works programme for each centre, specifications and contractors to be used are to be agreed with the Council on an annual basis.



5.10.5. The Contractor will have an ongoing lifecycle maintenance programme for each centre for the duration of the Contract Period. This will be reviewed on an annual basis with progress reviewed on a quarterly basis to ensure that the Contractor meets its full maintenance responsibilities under this specification and the.

5.10.6. The Council will complete a condition survey of each centre 1 year before the end of the contract. If the survey highlights any areas of required works that are within the responsibility of the Contractor, then these works will be completed by the Contractor within the last year of the Contract.

## **5.11. Grounds Maintenance**

5.11.1. The Contractor will be responsible for Grounds Maintenance at the Properties.

5.11.2. Currently the Grounds Maintenance is completed by the Council's Parks department. The specification required for the Contractor to achieve is provided in **Appendix 18**.

## **5.12. Security**

5.12.1. The Contractor will ensure that the Properties are secure and will have a system that provides a safe level of security to customers during their visit to the Facilities.

5.12.2. The Contractor shall at all times be responsible for the total security of the Facilities, including all buildings, structures and amenities, including the plant and equipment therein, to which the Contract refers.

5.12.3. The Contractor may employ security guards at their own expense during hours when the Facilities are closed.

5.12.4. The Contractor will be responsible for the monitoring and maintenance of the CCTV equipment at the Facilities.

5.12.5. The Contractor shall retain, maintain and utilise any security alarm installed at the Facilities throughout the Contract Period. Any such system may only be removed or replaced with the agreement of the Council.

5.12.6. The Contractor shall be responsible for the safe keeping of any keys to the Properties. The Contractor, before the Contract commencement, shall supply a list of key holders, together with their addresses and telephone numbers to the Council and the police. The Contractor shall update the list as and when required.

5.12.7. The Contractor will be responsible for contacting the local police and dealing with all incidents that effect the security of the Properties.

5.12.8. The Contractor shall ensure that a member of staff is able to attend and open the Properties within 30 minutes of an emergency call. All such incidents shall be reported to the Council on a monthly basis or sooner as applicable if the incident involves violence, injury or theft/damage of Council property.

5.12.9. The Contractor will supply a list of up to date out of hours contacts to the Council in case of emergency.

### **5.13. Security of Users' Property**

5.13.1. The Contractor shall provide functional lockers for use at all Facilities by users. Customer information notices shall be displayed prominently concerning the use and operation of such lockers. No more than 10% of lockers will be out of use at any time.

5.13.2. The Contractor shall make arrangements for the collection, return and disposal of all property found on the Facilities. The systems put in place shall include as a minimum, procedures to deal with items of value, items reported as lost by customers and arrangements for disposal after non-collection.

### **5.14. Access to Non-Public Areas**

5.14.1. The Contractor shall ensure that the general public are not permitted into areas of the Facilities that represent significant health and safety or security risk.

5.14.2. The Contractor shall maintain relevant signs indicating such, throughout the Contract Period.

### **5.15. Car Parking**

5.15.1. The Contractor will maintain and manage any areas set aside at the Facilities for vehicle parking or deliveries in accordance with any byelaws or other regulations in force at the time. Any proposal to change the designation of any parking area as being for use by members of the public, by staff or for deliveries must be agreed in advance with the Council.

5.15.2. The Contractor shall ensure that a minimum of 5% of parking spaces, or a minimum of 2 bays whichever is the greater, are retained in the centre car parks for use by people with disabilities, and shall ensure that those spaces are only used by those for whom they are designated.

5.15.3. The Contractor must ensure that all roads within the boundary of the Facilities are kept clear to allow access for emergency services at all times.

5.15.4. The Contractor will be required to provide adequate patrolling and / or stewarding of car parking arrangements, for major events, so that the adverse impact on the surrounding residential area is minimised.

- 5.15.5. The contractor will be required to provide guidance to major event hirers and attendees of car parking arrangements within the locality of the Facility so as to minimise disruption to local residents. This guidance should include full details of other available transport modes.
- 5.15.6. The Contractor shall ensure that the access roads, paths and other routes which may be used by vehicles or pedestrians and are situated within the internal boundaries of the Properties (fire exits, entrances to each Facility), are at all times kept as free as is reasonably practicable from snow and ice.
- 5.15.7. There is a car parking enforcement agreement in place at all facilities apart from Broadwater Farm with Haringey Council Parking Services, a copy of the agreement is provided in **Appendix 12**.
- 5.15.8. Generally customers pay to use the car park and the staff at the Leisure Centre collect and retain the income.
- 5.15.9. Haringey Council Parking Services patrol the car park to ensure that all users have paid the appropriate fee for parking and will issue fines to those that have not. Haringey Council Parking Services retain all the fines collected.
- 5.15.10. The contractor will be required to maintain the car park in accordance with paragraph 5. and car park ticket dispensing machines that should be maintained in a good state of repair and good condition and working order.

## **5.16. Environmental policy and energy conservation**

- 5.16.1. The Contractor must have clear environmental policies and procedures.
- 5.16.2. The Contractor will operate the Facilities in an environmentally friendly and sustainable manner, to reduce energy consumption, minimise chemical usage, recycle appropriate non-hazardous wastes, recycle and reduce water consumption and contribute to the Council's Carbon Management Programme, **Appendix 13a**.
- 5.16.3. In line with the Council's commitment, the Contractor will be required to meet carbon reduction targets of 40% (based on 2006/7 baseline) by 2015. The Council will provide baseline data to the Contractor for them to evaluate what carbon emission targets can be achieved from all Facilities until 2015. This will be part of an action plan as described in Section 2.4 of the Sustainable Procurement Policy – General Sustainability Requirements as detailed in **Appendix 13b**.
- 5.16.4. The Contractor will ensure the requirements of the legally binding Carbon Reduction Commitment Energy Efficiency Scheme (CRCEES) are met.
- 5.16.5. The Contractor will be required to participate in a yearly review of energy performance against the agreed target. Assistance, information and support will

be provided to the Contractor on energy management issues for each Facility on reasonable request.

- 5.16.6. New targets will be assessed after 2015 for the remainder of the Contract and in line with longer term targets for the Council and any changes to Phase 2 of the CRCEES.
- 5.16.7. The Contractor will develop an environmental action plan for each Facility with measurable targets that will encompass as a minimum the elements detailed below, with the format matching the requirements in 5.15.3 above. The plan, actions and results will be reviewed with the Council on a quarterly basis.
- Maximising energy conservation and benchmarking energy consumption
  - Carbon management including a green travel plan which promotes sustainable methods of transport in accessing the Facilities.
  - Detail any energy consumption will be purchased from renewables; resources;
  - Reduction in the use of environmentally harmful chemicals;
  - Maximising the reduction of water use and water recycling opportunities;
  - Maximising recycling and reducing waste;
- 5.16.8. All staff will be fully trained and aware of the Contractor's Environmental Plan and the Contractor will raise awareness of his environmental policies with users.
- 5.16.9. Contractors are to work towards the Carbon Trust Standard and against the principals for the scheme. It is the Council's preference that the Contractor gains accreditation within the first 3 years of the Contract.
- 5.16.10. The Contractor will invest in energy efficiency measures at the Properties such as, Boiler CHP and Heat Recovery and Ventilation Systems where payback is possible within the Contract Period. Financial savings as a result of any 'invest to save' project will be sole profit of the Contractor during the Contract Period unless agreed otherwise between the Council and contractor.
- 5.16.11. The Contractor will support and participate in the promotion and publicity of the Council's environmental campaigns as they occur throughout the year by engaging with Staff and Customers
- 5.16.12. The Contractor will allow the Council access to scrutinise training, waste consignment, and health and safety records for inspection by the Council for the purposes of its ISO 14001 audit records where applicable.

5.16.13. The Contractor will have considered the impacts of climate change on its operations and have an action plan to adapt. The Contractor will also report on any breaks in service or chronic effects on the service in relation to climate or weather for reporting purposes on a national level.

5.16.14. The Contractor will undertake and submit a self assessment of how the proposed management of the Facilities complies with the Council's targets detailed in **Appendix 13**.

## **5.17. Housekeeping and Cleaning**

5.17.1. The Contractor shall be responsible for cleaning all areas of the Facilities and all equipments and furnishings and furniture to a high standard. The level of cleanliness must be visibly acceptable at all times, taking due account of customer expectations, specific requirements of this Contract and all relevant hygiene and health and safety regulations.

5.17.2. The Contractor shall ensure that there are high standards of hygiene and cleanliness in critical areas, particularly changing rooms (including lockers), showers and toilets.

5.17.3. The Contractor shall ensure that proper care is taken at all times to prevent injury during any cleaning operation, and to minimise customer dissatisfaction and inconvenience. All cleaning materials and the use and storage thereof shall comply with COSHH, the Health and Safety at Work Act 1974 and any other related legislation and any subsequent amendments thereof.

5.17.4. Graffiti is considered to detract from the appearance at each of the Facilities, and shall be removed by the Contractor within 4 hours.

5.17.5. The Contractor is required to produce cleaning schedules for each area of the Facilities that include for daily and other routine cleaning as well as for regular deep cleaning.

5.17.6. The Contractor shall have procedures and resources available throughout the opening times to deal with any reactive cleaning required in the Facilities.

5.17.7. The Contractor must demonstrate that customer expectations in relation to cleaning are being satisfied, and that any complaints with regard to cleanliness are actioned and feedback given on the remedial tasks.

5.17.8. The Contractor will ensure procedures and effective systems are in place for any areas of specialist cleaning, for example window or high level cleaning.

## **5.18. Equipment**

5.18.1. The Contractor is responsible for providing equipment that is safe and suitable at all times for the activity it is being used for, taking into account the standard of sport or activity being undertaken.

- 5.18.2. The Contractor will maintain all equipment provided to a high standard of repair and cleanliness at all times in accordance with the manufacturers' recommendations and ensure that equipment meets the programming requirements of the Facilities.
- 5.18.3. The Contractor shall ensure that equipment and materials comply with the relevant National Governing Body, British and European Standards and be limited to the use it was designed for, as specified within the manufacturer's or supplier's guidelines and/or operating manuals.
- 5.18.4. The Contractor is required to agree the Equipment inventory with the Council as set out in **Appendix 14** within one month following Contract commencement.
- 5.18.5. The Contractor is required to ensure that the Equipment inventory is updated on a regular basis to reflect any replaced equipment and identify any new/ written-off equipment.
- 5.18.6. A revised Equipment inventory is to be provided to the Council at the end of the Contract by the Contractor.
- 5.18.7. All equipment to be used by the public shall be regularly inspected for health and safety and appropriate records kept by the Contractor. All equipment shall receive a minimum of an annual inspection and service from a recognised supplier. This shall be arranged by the Contractor and copies of inspection and service records made available to the Council on request.

## **5.19. Information Technology**

- 5.19.1. The Contractor shall have suitable IT systems in place at all of the Facilities to ensure that:
- Customers can book and pay for all activities and programmes at each Facility and there are suitable financial audit procedures in place.
  - The booking system will offer equitable booking access to all members of the community.
  - Customers can book and make on line payment for activities whether they are members and non-members of the Facilities.
  - Advance, club, school and other 'block' bookings can be made for activities at each Centre;
  - Analysis of detailed usage information and the demographic profile of users of the Facilities can be completed and made available to the Council via a terminal placed in the Council offices.
  - Utilisation of the Facilities and activity areas can then be determined and will form part of the quarterly performance monitoring reports provided by the Contractor to the Council.

- 5.19.2. The Council currently operates the Technogym Wellness System in the fitness suites at all the centres. The Contractor is to either operate this system or provide an alternative system that is agreed with the Council in advance of installation.
- 5.19.3. The Contractor shall provide operate and maintain all ICT equipment and programmes. They shall ensure that all computer systems and networks are fully operational at all times.
- 5.19.4. The Contractor shall be responsible for providing replacements for PCs, hardware and for software upgrades as necessary.
- 5.19.5. The Contractor shall comply with the Council's IT Strategy (and any subsequent updates) and any legislation or regulation concerning data protection, including the Data Protection Act 1998 and any subsequent amendments thereof.
- 5.19.6. The Contractor will be responsible for all costs arising from software, hardware or communications maintenance, purchase of additional user licences and or training from the supplier or any designated sub-contractors.
- 5.19.7. The Contractor will ensure that electronic bookings including SMS messaging suitable to meet the E Government requirements (and any subsequent amendments thereof) are in place.
- 5.19.8. The Contractor will be responsible for the upkeep of the IT systems during the full contract period.
- 5.19.9. The ownership of the database of customer information will remain the property of the Council throughout the Contract Period.
- 5.19.10. At the end of the contract, the Contractor will provide all necessary support to the Council and incoming contractor to ensure a smooth transition of database management information. This cost will be borne by the outgoing contractor.

## **5.20. Website Guidelines**

- 5.20.1. The Contractor will ensure that the appropriate information is made available to the Council for inclusion on the Council's website in line with the Council's Web Guidelines. The Council will operate as the main landing page for the Facilities and include some limited information. Links will then be provided to the Contractor's site.
- 5.20.2. The Contractor must provide regular updates on service provision for the Council website which will be the first point of contact for customers requiring information about services.

- 5.20.3. As a minimum the Council website must have up to date content on service locations, opening times, the services operated at each centre and news items. This information shall be provided by the Contractor.
- 5.20.4. The Contractor will operate their own website to provide more detailed service information and functionality such as bookings and online payment. Full use of electronic programme tools such as Splashpath shall be used to enrich the users experience on the website. Where supported by the Annual Marketing Plan the Contractor should make full use of social networking tools such as Facebook and Twitter. Contractors sites must be linked to the Council website and comply with the Council's third party web standards and branding protocols to be agreed with the Council.
- 5.20.5. The Contractor must be able to demonstrate compliance with the Council's third party web standards, which will be updated regularly throughout the duration of the contract.
- 5.20.6. The Contractor is required to work with the Council's web team to help better promote the online services to residents and to promote take up of services. The Contractor may advertise their services provided on behalf of the Council in Council buildings and on the Council website in agreement with the Council.

## **5.21. Telephones**

- 5.21.1. The Contractor is responsible for the provision of telephony services.
- 5.21.2. The Contractors staff will respond to telephone enquiries in an efficient helpful and friendly manner, particular attention will be made to the management of telephone calls at peak times to reduce the number of calls answered outside the target response time of 5 rings.
- 5.21.3. The Contractor will ensure that the telephone system is available during opening hours and provide a message with outline programme details when the Facilities are closed.

## **5.22. Business continuity**

- 5.22.1. The Contractor will have contingency procedures in place for system failure both to provide a continuous service provision for customers and to ensure the membership database is backed up.
- 5.22.2. The Contractor will at the commencement of the Contract put into place disaster and business continuity plans, and will review these at intervals of not less than every 3 years, on each occasion submitting them to the Council for approval.
- 5.22.3. The requirements for business continuity are further specified in the Contract.



**5.23. Freedom of information**

5.23.1. The Contractor should be aware of the Freedom of Information Act 2000 (and any subsequent amendments thereof) and ensure that it can adhere to the requirements. Further detail is contained within the main body to the Contract.

**5.24. Members and MP enquiries.**

5.24.1. The contractor will be required to provide written responses within 3 working days to any requests for responses as a result of Council Members or MP enquiries unless an alternative timescale is agreed in writing with the Council's nominated representative.

## **6. CONTINUOUS IMPROVEMENT**

### **6.1. Performance Management**

- 6.1.1. The Contractor shall demonstrate continuous improvement in the delivery of the Services. This will be measured and reported as required by the Council utilising data collected from an agreed start date for each year of the contract.
- 6.1.2. The Contractor shall provide evidence of continuous improvement through the development of robust, reliable and accurate systems for data collection and must be capable of independent validation.
- 6.1.3. The Contractor shall collect data to measure service quality, effectiveness, economy and efficiency, including equalities data. The Council will inform the Contractor of new Council policy priorities, aims and objectives. New policies and measures to achieve them will be integrated into an annual service plan to be produced by the Contractor no later than the end of October each year of the Contract.
- 6.1.4. New targets and performance indicators will be determined through discussion between the Contractor and Council and detailed in the annual service plan. Unless the Council agrees otherwise any new targets or performance indicator changes will not be introduced as a Change under the Contract.
- 6.1.5. The requirements for continuous improvement are further specified in the Contract.

### **6.2. Annual Service Plans**

- 6.2.1. The Contractor will produce Annual Service Plans for each Centre that includes as a minimum;
- financial income and expenditure targets for each Centre
  - participation targets for each activity area and target group for each Centre, linked to the Council's and the contractors annual sports development plan;
  - lifecycle works, planned maintenance and redecoration works,
  - marketing and research objectives and quarterly actions,
  - environmental plan and targets
  - targets and KPI's in relation to the key aims and objectives within the Council's prevailing key policy documents relating to the services.
  - Reducing the percentage of adults who are inactive as measured in the Active People survey.
- 6.2.2. The first Annual Service Plans will be completed within 3 months of Contract commencement. Following year plans will be completed and agreed with the Council 1 month prior to the new contract year.

6.2.3. The Annual Service Plans will be developed in partnership with the Council and the Contractor must demonstrate how the plans have been developed in consultation with key stakeholders, user groups and customers. Current stakeholders are to include at least; Children and Young Peoples officers, Public Health, Sports Development Team, Key Clubs based at each facilities, key Schools, CSPAN (and Well Being group).

6.2.4. Annual targets will be measured utilising data collected from each previous year of the Contract. For year 1, the Council will provide previous year usage and other information to be used as a baseline for year 1 targets.

6.2.5. Any new targets and performance indicators will be determined through negotiation between the Contractor and the Council and detailed in the Annual Service Plan.

### **6.3. Sport England Benchmarking Service (SENBS)**

6.3.1. The Contractor shall participate in a National benchmarking exercise every two years, to compare the performance of Haringey's leisure Facilities with other Facilities throughout England.

6.3.2. The Contractor shall fully complete all questionnaires relevant to this exercise and supply this data for Sheffield University (or other relevant body) to the Council.

6.3.3. Targets for continuous improvement shall be agreed jointly by the Contractor and Council, based on the first survey results which will be undertaken at an agreed date in the first year of the contract.

6.3.4. The Contractor will be required to aim for a score which demonstrates that performance is in the upper quartile for each performance indicator. Where this is not met the Contractor shall agree an action plan with the Council.

6.3.5. The cost for this service in relation to the charge made by Sport England and associated survey costs will be borne by the Contractor.

6.3.6. Both the Contractor and the Council shall utilise this data to formulate targets and performance indicators for inclusion in the annual service plan.

### **6.4. Customer Research**

6.4.1. The Contractor must demonstrate that it understands the attitudes and perceptions of users and non users. Regular market research and customer research activities are an essential part of this process, and the Council expects to be provided with regular feedback on the experience the customers are having.

6.4.2. The following elements or research must be delivered by the Contractor as a minimum.

<b>Element</b>	<b>What it measures /monitors</b>	<b>How delivered</b>	<b>Frequency</b>
Non User Survey (residents who have not used the service for over 3 months)	Attitudes and perceptions of non users of the council's facilities/ services. Including how aware they are of the services and what would encourage them to use them.	Street based, interviews. At least 400 questionnaires	During the first year of the Contract and then every other year subsequently
Customer Experience /Satisfaction	The experience and satisfaction levels of current users	a/ Face to face interviews or telephone interviews with min 50 Customers per site or;	a/Quarterly  b/ From the 2 <sup>nd</sup> year of the Contract and every other year subsequently
Customer comments/ complaints	The numbers, type and related activity of customer comments and complaints	Self completion of cards within the centres/sites. Collected and analysed internally.	Analysis to be carried out monthly
Mystery shops/calls	The quality of the telephone enquiry and visit experience from a mystery shoppers' point of view. Particular whether service standards are being followed.	Mystery shops and calls carried out with no prior knowledge of site staff and management.	Quarterly
Customer Forums/Focus Groups	Qualitative feedback from a representative selection of customers	Regular meetings between senior management and customers, using an informal "round table" approach. Decisions reached at meetings are to be recorded in writing.	Every 3 months except for Broadwater Centre where every month.

Element	What it measures /monitors	How delivered	Frequency
On line school users survey	School children (8 – 18 years old)	To understand the needs of young people	Every two years with a minimum of 500 respondents.

6.4.3. All questionnaires, audits and scoring for all the above elements must be agreed with the Council. All results/reports from the above elements must be made available within 14 days of being completed.

6.4.4. Non user surveys and Customer experience/satisfaction scores must be compared to industry benchmarks where possible.

6.4.5. The Contractor shall ensure that customers are surveyed in proportion to the postcode, age, gender and ethnicity and disability of the catchment area for each facility.

6.4.6. The Contractor shall ensure that each user survey assesses customer satisfaction of the following areas as a minimum:

- Satisfaction with changing rooms, showers and toilets.
- Overall building cleanliness and presentation (swimming pool, sports hall, gym etc)
- Satisfaction with staff
- Ease of telephone enquiries and bookings
- Speed of service in relation to completing repairs
- Quality of information and publicity
- Range of activities offered at the Centres
- Value for money
- Overall satisfaction with the Centres
- Net Promoter Score

6.4.7. The Contractor shall present the results of all of the surveys on notice boards at each centre. The results should be displayed in a bar chart or alternative graphical format agreed with the Council.

## 6.5. Reporting Requirements

6.5.1. The Contractor shall provide relevant data for each year of the Contract to include all relevant national and local performance indicators, which as a minimum will cover the following:

- Total usage for each activity area (broken down into junior and concessionary use per activity area)
- Number of regular (at least twice weekly) visitors at each Centre included in the Contract

- Total number of swims (including school usage, club usage and learn to swim courses) and all other visits
- Net cost/subsidy per visit.
- Breakdown of leisure card / membership users (by postcode, gender, age, ethnicity, disability)
- Energy usage, (consumption)
- Number and type of accidents
- User complaints and compliments
- Maintenance defects reported and actioned
- Workforce monitoring including equalities
- Usage by target groups.

6.5.2. These will be reported in the Annual Service Plans for each centre shown in the table below.

6.5.3. The reporting requirements of the Contractor are detailed as a minimum in the table below:

Annual	Quarterly	Monthly
Service plans for each facility	Income & expenditure actuals vs projections, update on performance against objectives	Monthly report – update.
Marketing plans	Usage by target groups actuals v projections	
Maintenance plans	Service plan update Maintenance plan update	
Environmental plans	Environmental plan update	
Sports development plans	Sports development update	
Staffing and Recruitment issues	Quarterly update	
Pricing structure and programming strategy	Programming and pricing updates and changes	
Income & expenditure actuals from previous year and projections for following year	Quarterly report update.	Update in Monthly Report
Customer research and feedback analysis and actions	Usage by target group actuals v projections	
KPI performance		Update in Monthly Report.

6.5.4. Annual plans are to be produced prior to contract commencement in Year 1 and by 1<sup>st</sup> December throughout the rest of the contract. Income and expenditure actuals are to be produced with certified accounts according to the Project Contract and are to be provided 1 month after year end.

6.5.5. Quarterly reports are to be produced within 1 month of the quarter end.

6.5.6. Monthly reports are to be produced no later than the 14<sup>th</sup> day of each month. Any costs relating to amendments to the Audit Commission requirements or successor bodies shall be borne by the Contractor.

## 6.6. User Comments and Complaints

6.6.1. The Contractor shall comply with the Council's Complaints Procedure, as detailed in **Appendix 15**.

6.6.2. The Contractor shall ensure that the user comments and complaints forms and customer suggestion boxes are in prominent and visible locations at all times at all Facilities.

6.6.3. The Contractor shall monitor the receipt, response times and quality of the user comment responses. Each comment shall be allocated a unique reference for identification and analysis purposes.

6.6.4. The Contractor shall provide monthly performance figures for the Council in a format to be agreed with the Council. The Council may vary the statistics required from time to time; the cost of such changes will be the responsibility of the Contractor.

6.6.5. The Contractor shall keep all completed user comment forms with written responses within the Facilities for two years. The Contractor shall permit the Council access to the user comments and complaints records at all times.

6.6.6. The Contractor shall aim to minimise all causes of complaint at the Facilities at all times.

## 6.7. Participation Targets

6.7.1. In year 1, the Contractor shall introduce comprehensive methods of accurately measuring regular participation of users and compare these levels of regular participation to the demographic profile of the borough. Following this analysis, from year 2 the Contractor will provide programmes and marketing strategies to specifically encourage increased participation in under-represented groups to match the demographic profile.

6.7.2. Current participation data relating to Haringey, from the Active People Survey, is detailed in the information memorandum.

6.7.3. Specifically, the Borough anticipates meeting the Government targets of a 1% pa growth borough wide in physical activity. In addition the Council is seeking to close the gap between the health of the most and least deprived communities across the Borough – promoting physical activity is one way to do this. This means that gains in physical activity participation rates must be higher in a number of target groups across the Borough, including those living in the priority neighbourhoods, people with disabilities, people over 50, women and girls and BME communities.

## 6.8. Performance Outcomes

6.8.1. Most objectives will be measured on a recurring annual basis. The majority of the service effectiveness and economy and efficiency objectives will be measured annually. Other objectives relate to the delivery of capital projects or the achievement of management awards and will have longer timescales.

6.8.2. The table below provides for the initial headline targets for the Contractor to achieve. A range of further outputs will be agreed with the Contractor and these will be subject to a default mechanism allowing for deductions and Rectification Procedures in the event of poor performance.

Requirement	Performance Standard	When Reported
All KPI's for the Contract agreed with Council	KPI's target set Targets achieved	As appropriate
Usage calculations methodology set out	Methodology complied with	Monthly
Usage to be reported by defined categories on a monthly and annual basis	Reports submitted	Monthly
Participation targets and including non participants	Annual increases in participation agreed as a minimum a total of [2]% increase per annum for first 5 years of the contract.	One month prior to new Contract year
Participation targets	Annual targets achieved for under-represented groups	Annual
SENBS completed	Facilities to be within upper quartile	Every two years
Income & expenditure actuals from previous year v tendered business plan and projections for following year (within one month of year end)	Reports completed and submitted on time	Monthly
Objectives included within Sports Development and Marketing Plans.	Objectives set have measurable targets attached Targets achieved	Annual
Quality management System	In place at all Facilities	Ongoing



Requirement	Performance Standard	When Reported
Quest	Facilities have Quest accreditation with scores in top quartile at Entry level. Agreed Facilities have achieved plus and stretch modules.	Every two years
Opening Hours	All Facilities are open in accordance with published opening hours	Quarterly
Programming strategy	Review Report provided and agreed with the Council Contractor adheres to programming strategy	Annual Quarterly
Programmes are published and promoted	Programmes are delivered as published	Quarterly
Healthy lifestyle programmes are delivered as per contractors Method Statements	Usage targets set and achieved	Monthly
Sports development plans and target outcomes set	Outcomes are measured and targets achieved	Quarterly
Talented Athlete programme	Target Number of participants	Quarterly
Attendance at CSPAN / LSP meetings etc	Good practice / new initiatives incorporated into programmes	Quarterly
Annual Ethnicity report	Ethnicity targets agreed Targets achieved	Annual
Concession scheme reviewed	Usage targets agreed and reported on in the following categories: Under 16 Over 50 Gender Ethnicity Disability Postcode Activity Targets achieved	Monthly
Healthy eating menus in place	Healthy eating options available for adults and children	Quarterly
Health Eating award	Achieved within 1 year	Annual
Healthy eating options available in vending machines	At least 50 per cent of range is healthy eating	Quarterly
Marketing plans (to be received by 1 month prior to following Contract year)	Marketing plans completed in line with specification requirements All Actions completed	Annual Monthly
Customer Charter in place and advertised in all Centres	Standards adhered to	Ongoing
Customers responded to within 10 days	Feedback analysed and actions implemented	Monthly

Requirement	Performance Standard	When Reported
Customer Research Plan implemented	All feedback analysed and actions implemented	Annual
CRB policy adhered to		Ongoing
Staff training plan implemented and delivered		Annual
Equality monitoring report completed	Staffing profile compared to local demographics and action plan delivered for variances	Annual
H&S Manual in place and adhered to	All staff trained in the manual	Annual
Minimum of the following completed: Fire Risk Assessments Risk Assessments COSHH PAT Testing	Assessments up to date, any actions arising completed and staff trained appropriately	Annual
Health and Safety	Accident analysis completed, trends assessed and actions taken	Monthly
Environmental and sustainability plans	Plans completed All actions completed Targets achieved	Annual Quarterly
Utility readings measured each month	Reduction of utility consumption by X per cent (to be agreed) per year	Monthly
Copies of relevant licences including: <ul style="list-style-type: none"> <li>• Sales of intoxicating liquor</li> <li>• Phonographic performance</li> <li>• Video performance</li> <li>• Performing rights society</li> <li>• Public entertainment</li> </ul>	All valid and held on site	Ongoing
Asset data base up to date	Available to Council	Annual
Maintenance plans; Redecoration programme and PPM	Maintenance plans submitted All plans completed	Annual Quarterly
Reactive maintenance items rectified	All defects completed within stated rectification times	Monthly
Equipment inventory updated	All worn out items replaced	Annual
Customer's expectations met in respect to cleaning standards	Quest cleaning and housekeeping score to be at least 70 per cent. Customer complaints in relation to cleaning to be less than five per cent of total complaints All graffiti removed within 4 hours	Every 2 years Monthly Monthly

<b>Requirement</b>	<b>Performance Standard</b>	<b>When Reported</b>
Members and non members can make bookings and payments on line	Number of on-line bookings as a percentage of total bookings – to be agreed on an annual basis	Monthly
Website is up to date and all information accurate		Ongoing
Website is accessible	Website is AA level of WAI	Ongoing
Copies of relevant insurances	All valid and held on site	Ongoing
Risk register	Register up to date	Ongoing
Business continuity plan	Plan up to date, held on site and all staff trained appropriately.	Ongoing

## Appendices

Appendix 1	Current Strategic Documents; Haringey Community Sustainable Strategy Children's and Young Peoples Strategic Plan 2008 – 2020 Aquatics Strategy Sport and Physical Activity Strategy
Appendix 2	Current Opening Hours
Appendix 3	Current Pricing, Active Card Pricing,
Appendix 4	Accredited Club scheme and current participants
Appendix 5	Protected Bookings ( <b>Updated since ISDS</b> )
Appendix 6	GP Referral scheme
Appendix 7	Child Protection policies
Appendix 8	Corporate Branding guidelines
Appendix 9	Catering Franchise – Park Road Pool & Broadwater Farm Agreement for Catering
Appendix 10	Council's Emergency Plan
Appendix 11	Facility Condition surveys
Appendix 12	Haringey Council Parking Services Agreement
Appendix 13a	Energy Management Plan and targets
Appendix 13b	Sustainable Procurement Policy
Appendix 14	Equipment inventories
Appendix 15	Council Complaints procedure
Appendix 16	Council prevention of bullying policy
Appendix 17	Public Health Annual report and Health and Wellbeing strategy ( <b>Updated since ISDS</b> )
Appendix 18	Defender system: TGLC and PRP
Appendix 19	Grounds Maintenance Specification