

Making the most from re-tendering sport & leisure provision

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I will cover....

- Introduction – Manchester’s journey
- Process of re-tendering Manchester’s leisure contract
- Savings and enhanced benefits
- Performance monitoring
- Lessons learnt and next steps

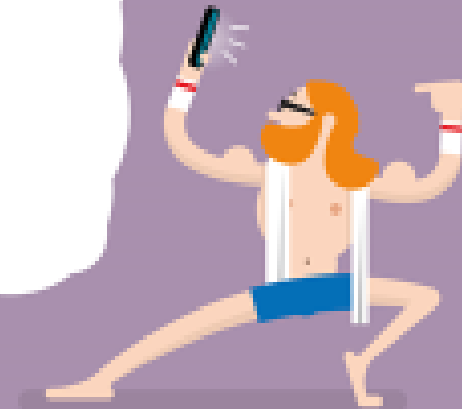


Manchester's sporting journey



Characteristics of Contracts

- Two lots – each 9 years and 4 months (concession contracts)
- Remodelling of current arrangements – single operating contract specification
- Profit share – 50% operator, 25% estate investment, 25% MCC.
- Assessment – 40% Price, 40% Quality, 20% Social value
- Client controlled price, programme and building modifications.
- Multi stakeholder obligations – Sport England / Universities / NGB's.
- 3.3m visits to current facilities.
- Payments and Performance Monitoring System.



Phase One – Pre Tender



The Manchester Contracts

Lot 1 – Let by MCC

National / Regional Sports Centres of Excellence (ET)

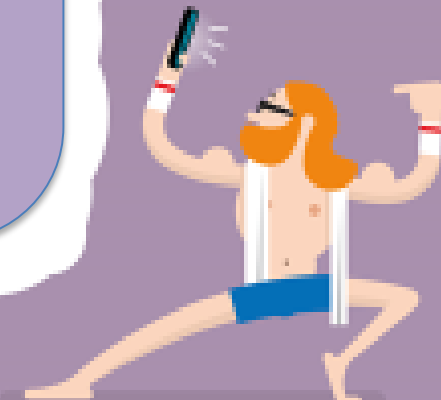
- National Cycling Centre
- National Squash Centre
- Manchester Regional Arena
- National Basketball Performance Centre / Belle Vue Leisure Centre
- National Taekwondo Centre
- National Speedway Stadium
- Manchester Tennis and Football Centre
- Regional Gymnastics Centre

Community Leisure Facilities (MCC)

- Active Lifestyles Centre
- Debdale Outdoor Centre

Community Leisure Facilities (GLL)

- Manchester Aquatics Centre
- Abraham Moss Leisure Centre
- Northcity Family Fitness Centre
- East Manchester Leisure Centre
- Ardwick Sports Hall
- Arcadia Leisure Centre
- Moss Side Leisure Centre
- Hough End Leisure Centre

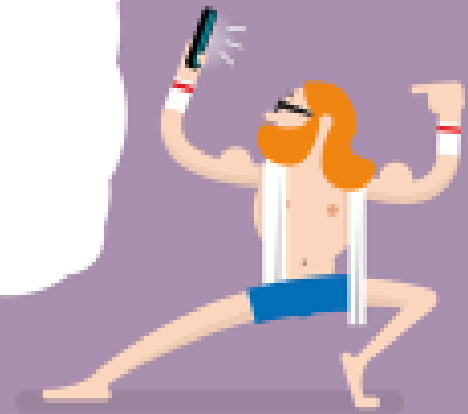


The Manchester Contracts

Lot 2 – Let by Wythenshawe Forum Trust

Wythenshawe Forum

- Wythenshawe Forum Leisure
- Forum Catering
- Forum facility management



Phase Two – Tender

Tender Documents

Invitation To Tender
OJEU Notice
Draft contracts
Service Specification
Assessment Framework
PPMS

Submission process

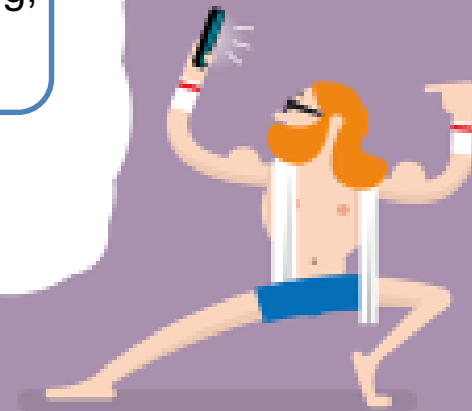
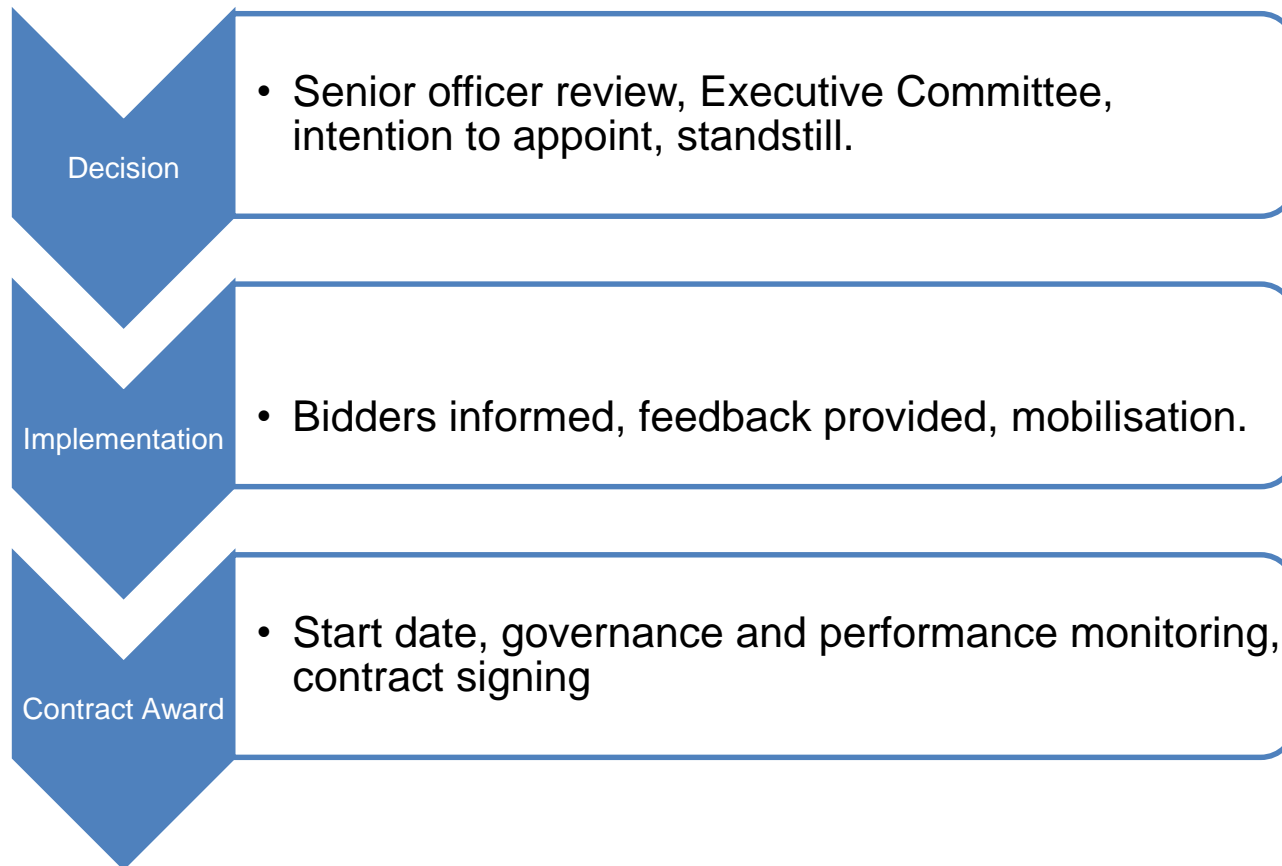
Bidders Day (s)
Bidder Clarifications
Extensions
Client clarifications

Evaluation

Assessment
Recommendation

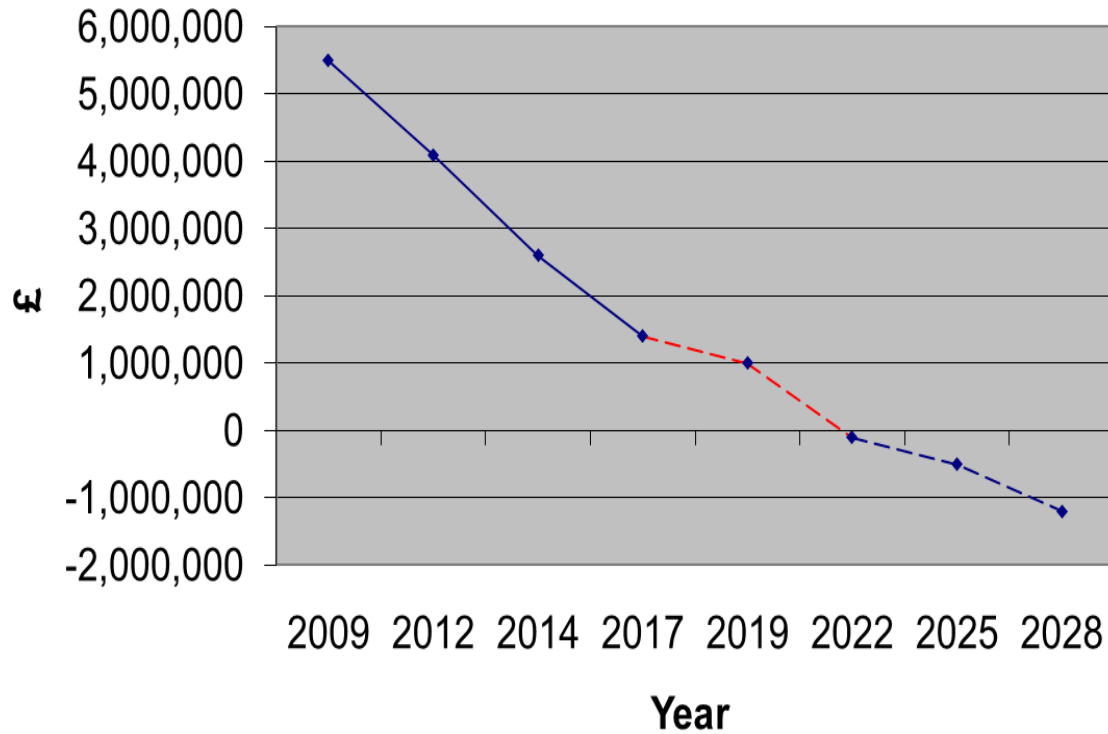


Phase Three – Award and Implementation



Savings

Leisure Services Costs and Projections



Savings achieved by....

- Modern facilities strategically located (£28m recent investment).
- Further £26million capital investment agreed.
- Further £2-3million on capital replacement.
- Income growth.
- Inefficiency / duplication removed.
- VAT efficient model



Uncommitted in contract:

- Develop business cases for £50million investment into National Centre's
- £5m energy efficiency measures



Enhanced benefits – within contract



Enhanced benefits from contracting

- Transfer of risk to an operating partner.
- Improved customer experience
- Improved data capture and insight.
- Working to organisational strengths – national expertise and local knowledge
- Removal of duplication and inefficiency
- Retention of responsibility for strategy and flexibility in future arrangements.



Performance Management - Governance



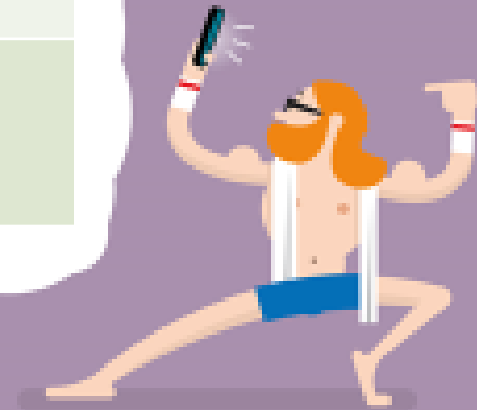
Performance Management – KPI's

KPI	Description
Financial	Performance against bid, profit share
Usage	Visits and individuals
Diversity	Age, gender, ethnicity, disability, groups with protected characteristics
Community	Ward level data
Workforce	Apprentices, work experience placements
Environment	Energy consumption, recycling rates
Quality	Quest, customer satisfaction, business disruption

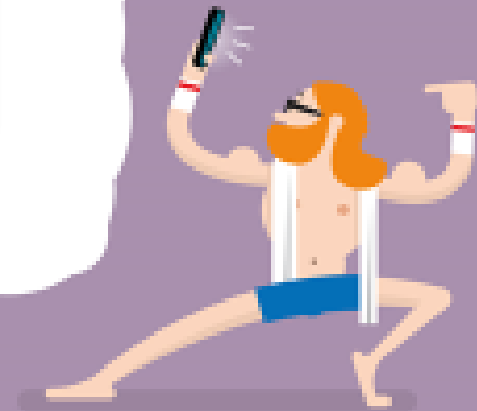
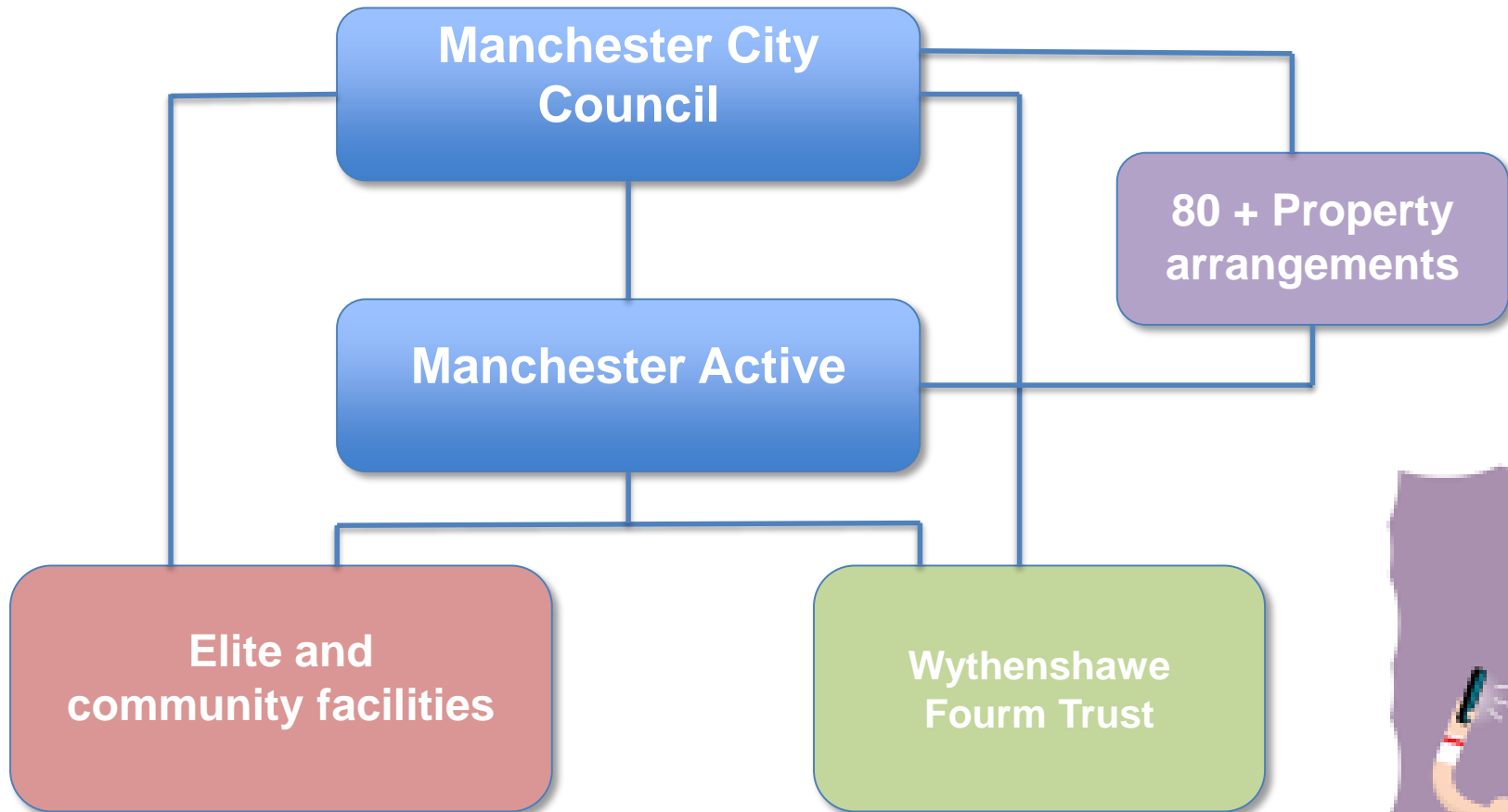


Performance Management – Annual Plans and Reports

Business Area	Plans and Reports
Business	<ul style="list-style-type: none">• Financial, Marketing,• Sport and Physical Activity• Workforce development
Operations	<ul style="list-style-type: none">• Legislation and compliance• Environment and energy• Maintenance,• Risk assessments• Event management, Stadium safety and emergency plans
Quality Assurance	<ul style="list-style-type: none">• Quest and Inclusive Fitness Initiative• National Benchmarking Service



The Manchester Sport & Leisure Model



Challenges and lessons learnt

- Size and complexity of contract.
- Three arrangements into one
- Decreasing revenue budget
- Undertaking four fundamental pieces of work to deliver change programme:
 - Strategic review
 - New Sport and Physical Activity strategy
 - Leisure Contract
 - Development of Manchester Active
- Allow more time – would have influenced procurement route / method



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