

## **Appendix A – Summary of Requirements**

### **1.1 Facilities Requirements:**

- The Contractor is required to provide high quality sports and leisure centres with the aim of promoting accessible sport and physical activity opportunities in the area.
- The Facilities shall provide Users with a safe and comfortable environment in which to participate in a range of activities.
- The Facilities shall be designed to a standard consistent with all relevant and current technical design guidance published by Sport England and the national governing bodies of sport (NGBs)
- Each Facility will require individual minimum core requirements. Each facilities requirement is detailed separately below.

### **1.2 The minimum core requirements for a new build Rivermead include:**

- Reception Area.
- Swimming – Provide pool(s) to accommodate swimming, teaching, diving and splash activities. The space must include,
  - Main Pool - refer to Sport England publication 'Swimming Pools Update guidance' 'for typical pool configurations, <https://www.sportengland.org/media/4172/swimming-pools-2013-appendix-1.pdf>
- 8 x 2m lane, 17m x 25m Competition Swimming Pool 425sq.m minimum including allowance for timing equipment. This pool could be combined with the other pools.
  - Diving pool and multiple height diving platforms. At least one 1m and 3m springboards and a 5m fixed platform to be provided. This pool could be combined with the other pools.
  - Learner pool with movable floor. This pool could be combined with the other pools.
  - Introduction to water Splash aimed towards infants and children. This pool could be combined with the other pools.
- Spectator Viewing (Pools) minimum 300 seats.
- Wet Side Changing Village to be designed in accordance with Sport England design guidance notes.
- A minimum 5 badminton court Sports Hall (plus associated stores) where 1 Court can be used for regular use for dry diving activities. The hall MUST be able to accommodate League 1 Basketball including associated bleacher seating.
- Dry Side Change Area (Sports Hall and Fitness Suite).
- Minimum 120 station IFI (Inclusive Fitness Initiative) compliant health and fitness centre
- 2 x Multi-Purpose, Aerobics/Dance Studios (for classes of 30 people minimum) plus associated stores.
- Spinning Studio. This may be combined with another studio space.
- Access to the existing sand filled hockey pitch or a new external artificial turf (3g) full size football pitch to FA standard.
- Community Information Point – a 'one stop' point for information on local NHS services and public health.
- Café.
- Toilets to BS6465 Part 1 (latest amendment) and include full accessible / parent & child provision.
- Cleaners Store (non-public support accommodation).
- Flexible Space

- Staff Facilities
- Approximately 250 car parking spaces (including accessible / parent & child / electric charging spaces), bicycle parking and coach drop off zone. Provision and design to be in accordance with the Local Development Plan and all relevant Sport England Design Guidance Notes.
- Decommissioning and demolition of the existing Rivermead Complex building and disposal of demolition material. Existing building footprint to be converted back into public open space or car parking.
- Any loss of outdoor play facilities is to be fully re-provided and appropriately re-located elsewhere on the site.

1.3 The minimum core requirements for new facilities at **Palmer Park** include:

- Swimming – Provide a community swimming pool including teaching space. Please refer to Sport England publication ‘Swimming Pools Update guidance’ for typical pool configurations - <https://www.sportengland.org/media/4172/swimming-pools-2013-appendix-1.pdf>.
  - The space must include a minimum of Main Pool - 4 x 2m lane, 8.5m x 25m Community Swimming Pool.
- Spectator Viewing (Pool)
- Wet Side Changing Village
- Minimum 100 station (in total within any new and existing building) IFI compliant health and fitness suite
- 1x Multi-Purpose aerobics/dance studio (for classes of 30 people minimum)
- A Dry Side Change Area to cater for the new and existing indoor activities (Fitness Suite and Studio) plus separate changing facilities for appropriately programmed external activities including 3 football pitches, running track, athletics and cycling.
- Community Information Point – a ‘one stop’ point for information on local NHS services, public health and library space.
- Car parking (final number to be confirmed) spaces (including accessible / parent & child / electric charging spaces), bicycle parking and coach drop off zone. Provision and design to be in accordance with the Local Development Plan and all relevant Sport England Design Guidance Notes.

## 2.0 **Services Specifications**

### ***Performance Standards***

2.1 The Contractor will be required to contribute towards the achievement of the following nine Authority Outcomes;

- Improving health and wellbeing and reducing health inequalities
- Providing local economic benefit
- Ensuring local people have the skills to prosper
- Supporting safe and inclusive neighbourhoods
- Promoting community cohesion
- Educating, protecting and providing opportunities for young people
- Supporting and caring for vulnerable adults and older people
- Providing high quality services
- Sustainability/ environmental improvements.

Further summarised detail of these Outcomes is detailed in the table, below:

Authority Outcome	Target Indicator	Performance Measures
Improving health and wellbeing and reducing health inequalities	TI 1 <ul style="list-style-type: none"> <li>• Increase in overall participation in line with Chief Medical Officer guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Overall increase in participation of local people of over 150 minutes each week</li> <li>• Provision of monthly 'free taster' and 'try it' sessions.</li> <li>• Provision of a programme of health promotion initiatives that may be integrated with other events/activities.</li> </ul>
	TI 2 <ul style="list-style-type: none"> <li>• Increase in participation for certain target groups; (from year 2, using year 1 data to establish baseline)               <ul style="list-style-type: none"> <li>-Young people (under 16)</li> <li>-Male / Female</li> <li>-60+ years old</li> <li>-BAME groups</li> <li>-Physical and Sensory Disabled persons</li> <li>-Mental Health and Learning Disabled persons</li> <li>-Key target groups for public health e.g. GP referral customers and clinical and high risk referrals, weight management, pre-diabetes, falls prevention, rehabilitation management &amp; the least physically active.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Collection of baseline data for target groups in year 1</li> <li>• 5% increase in the number and participation in programmed hours/ sessions dedicated to each of the key target groups identified.</li> <li>• Production of an annual marketing plan and physical activity development plan that actively promote activities, promotional offers and concessionary pricing for each of the Authority's key target groups</li> <li>• increase in perceived levels of wellbeing for 75% of participants taking part in targeted programmes</li> <li>• 50% of participants completing the targeted programmes. Completing criteria to be as agreed with the commissioner.</li> </ul>
	TI 3 <ul style="list-style-type: none"> <li>• Reduction in excess weight, particularly in children and adults of working age in areas of higher deprivation and those in vulnerable groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Data collection and reporting from specific target programmes, as agreed annually.</li> <li>• Commission relevant programmes into the leisure facilities. The courses should include targeting childhood obesity and engagement with schools.</li> </ul>

Authority Outcome	Target Indicator	Performance Measures
	TI 4 <ul style="list-style-type: none"> <li>Reduction in cardiovascular disease, stroke and diabetes</li> </ul>	<ul style="list-style-type: none"> <li>Data collection and reporting from specific target programmes</li> <li>Delivery of referrals per year, collect baseline data from year 1 and set target increases from year 2 onwards</li> <li>Working towards becoming an accredited provider for NHS Health Checks</li> </ul>
	TI 5 <ul style="list-style-type: none"> <li>Encouraging healthy eating in the local population</li> </ul>	<ul style="list-style-type: none"> <li>Catering and vending machine to be 'healthy eating' options linked to the government food buying guidance.</li> <li>Sign post and support healthy eating courses to users of the facilities.</li> </ul>
	TI 6 <ul style="list-style-type: none"> <li>Ensure appropriate programming to help improve the overall health and wellbeing of local residents and reduce social isolation</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of increase in engagement and co-ordination with the Authority's public health team</li> <li>Increase in the number and presence of community based and public health related schemes and messages within the Facilities when compared to the previous year.</li> </ul>
Providing local economic benefit	TI 7 <ul style="list-style-type: none"> <li>Facilitate local commissioning of services and suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring that all services tendered are advertised locally as well as nationally to allow local businesses and social enterprises the chance to compete for contracts</li> <li>Report annually on % spend locally within the RG1-RG6 and RG30 postcodes (broadly the postcodes that relate to the Reading Borough).</li> </ul>
	TI 8 <ul style="list-style-type: none"> <li>Implementation of a comprehensive apprenticeship and training programme</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of a comprehensive apprenticeship programme and data collection</li> </ul>

Authority Outcome	Target Indicator	Performance Measures
	TI 9 <ul style="list-style-type: none"> <li>Support training and development of existing and new staff</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of a comprehensive CPD/ training programme and data collection of number of qualifications achieved</li> <li>10% increase in number of employees achieving accredited training and qualifications</li> </ul>
	TI 10 <ul style="list-style-type: none"> <li>Support development of people with a disability</li> </ul>	<ul style="list-style-type: none"> <li>Operator to comply with Reading Borough Council's Equal Opportunity Policy Statement, the Disability Discrimination Act 1995, and our commitments under the "Two Ticks" scheme.</li> </ul>
	TI 11 <ul style="list-style-type: none"> <li>Increasing workforce development opportunities such as coach education and specialist training</li> </ul>	<ul style="list-style-type: none"> <li>20% increase in the number of sports coaches / instructors from the current baseline position at contract award.</li> <li>10% increase in the number of appropriately qualified fitness and specialist activity personnel dedicated to the delivery of services to clinical and high-risk patients from the baseline position at contract award.</li> </ul>
Ensuring local people have the skills to prosper	TI 12 <ul style="list-style-type: none"> <li>Increase number of school leavers in employment</li> </ul>	<ul style="list-style-type: none"> <li>Developing links with schools, special schools, further and higher education establishments and offer apprenticeships each year</li> <li>Providing a minimum of work experience places per annum for local school children, work experience places per annum for Young People Not in Education, Employment or Training (NEETs) and work experience places per annum for adults with learning disabilities.</li> </ul>

Authority Outcome	Target Indicator	Performance Measures
	TI 13 <ul style="list-style-type: none"> <li>Help local people develop the skills to access new job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Reserving a minimum of places on staff training courses for members of the public</li> <li>Partnering with Job Centre Plus to provide an increase in routes into employment</li> <li>Actively promoting training courses such as lifeguarding and coaching qualifications to the local community to encourage the up-skilling and potential employment of local residents.</li> </ul>
	TI 14 <ul style="list-style-type: none"> <li>Invest in training and skills development for the workforce</li> </ul>	<ul style="list-style-type: none"> <li>Development and implementation of an annual Training and Development plan, including ensuring all staff can work across all groups.</li> </ul>
	TI 15 <ul style="list-style-type: none"> <li>Ensure that strong partnerships exist with National Governing Bodies of sport to create opportunities for local residents</li> </ul>	<ul style="list-style-type: none"> <li>Development and implementation of an annual Community (Activity) Development Programme that utilises specific products developed in partnership with NGBs, e.g., Back to Netball sessions in partnership with England Netball.</li> </ul>
Supporting safe and inclusive neighbourhoods	TI 16 <ul style="list-style-type: none"> <li>Reduce youth anti-social behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Development and delivery of an annual marketing plan and annual physical development plan with specific activities and campaigns targeted for teenagers, including those from vulnerable groups</li> <li>Undertaking annual user and non-user surveys to identify diversionary activities that will encourage increased participation in sport and physical activity by teenagers, including those from vulnerable groups.</li> </ul>

Authority Outcome	Target Indicator	Performance Measures
	TI 17 <ul style="list-style-type: none"> <li>Reduction in the number of reoffenders following release from prison and after Probation</li> </ul>	<ul style="list-style-type: none"> <li>Offering return to work opportunities for those released from prison and moving on from Probation to gain work experience and reintegrate into the community.</li> </ul>
Promoting community cohesion	TI 18 <ul style="list-style-type: none"> <li>Support community organisations</li> </ul>	<ul style="list-style-type: none"> <li>Agreeing and implementing a community outreach programme with the Authority public health outreach officer;               <ul style="list-style-type: none"> <li>-providing monthly sports activities/ sessions in wider community settings that are accessible and familiar</li> <li>-hold bi annual community open days and events.</li> </ul> </li> </ul>
	TI 19 <ul style="list-style-type: none"> <li>Encourage participation in regular volunteering</li> </ul>	<ul style="list-style-type: none"> <li>Developing a volunteering scheme for local people, including vulnerable groups, providing opportunities to volunteer at each of the leisure centres. Volunteering schemes to be subject to career development reviews.</li> </ul>
	TI 20 <ul style="list-style-type: none"> <li>Ensure that sports and community clubs are created and supported to grow and develop</li> </ul>	<ul style="list-style-type: none"> <li>Achieve annual growth and retention of sports clubs and community clubs activities and participation numbers.</li> </ul>
	TI 21 <ul style="list-style-type: none"> <li>Reposition the leisure centres to be hubs for community and cultural activity whilst maintaining a sport, leisure and health focus</li> </ul>	<ul style="list-style-type: none"> <li>Linking with the Authority's Cultural Services to share customer information, provide joint-advertising, promotions and discount opportunities to encourage involvement in arts and cultural activities</li> <li>Working with the library service to examine the potential of a book-drop facility or accommodating a mobile facility at the leisure centres to facilitate and encourage the use of the libraries.</li> </ul>

Authority Outcome	Target Indicator	Performance Measures
	TI 22 <ul style="list-style-type: none"> <li>Target non-user groups in the community</li> </ul>	<ul style="list-style-type: none"> <li>Agreeing and implementing a programme of non-user consultation to include disadvantaged and vulnerable groups.</li> <li>Biannual user forums to involve people of different backgrounds and different communities.</li> <li>Offer incentives and tailored programmes to non-user groups to encourage future participation.</li> </ul>
Educating, protecting and providing opportunities for young people	TI 23 <ul style="list-style-type: none"> <li>Development of school links as part of physical activity development programme</li> </ul>	<ul style="list-style-type: none"> <li>Working in partnership with local schools/ academies and special schools to develop increased community use of their facilities by developing community access booking for out of hours third party use of school sports facilities.</li> </ul>
	TI 24 <ul style="list-style-type: none"> <li>Ensure a safe environment for children, young and vulnerable people to take part in sport and physical activity</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring all staff working directly with young people or vulnerable adults must have a cleared enhanced Disclosure and Barring Service (DBS) check before they can commence employment</li> <li>Providing family concessions throughout school holiday periods (incorporating both wet and dry activities) at a discounted family price.</li> </ul>

Authority Outcome	Target Indicator	Performance Measures
Supporting and caring for vulnerable adults and older people	TI 25 <ul style="list-style-type: none"> <li>• Assist the Authority's Public Health team to focus on prevention and early intervention, and promote independence amongst the elderly and most vulnerable</li> </ul>	<ul style="list-style-type: none"> <li>• Train and ensure workforce to support and implement health and wellbeing initiatives such as Making Every Contact Count training for staff and identify people at risk of declining health. Knowing how to signpost or refer users to local support/intervention schemes commissioned by RBC, CCGs and partners.</li> <li>• Providing a room available week with each leisure centre to enable an accredited provider to deliver Public Health commissioned interventions</li> <li>• Working towards becoming an accredited provider for Public Health Programme delivery</li> </ul>
	TI 26 <ul style="list-style-type: none"> <li>• Contribute to ensuring that people with special care needs are safeguarded from abuse</li> </ul>	<ul style="list-style-type: none"> <li>• Offering free access to officially designated carers when accompanied a service user on all sport and leisure activities</li> <li>• Providing a member of staff as a dedicated key point of contact for liaison with the Authority in relation to providing for the requirements of special needs groups</li> <li>• Offering free swimming for all foster parents and their families and those participating in family carers initiatives</li> <li>• Offering meeting/ activity rooms available to community groups at an affordable rate</li> <li>• Ensuring each member of staff attends a training session (as part of their induction) and annual refresher session on how to assist customers with mental health issues and learning disabilities</li> </ul>

Authority Outcome	Target Indicator	Performance Measures
	TI 27 <ul style="list-style-type: none"> <li>• Establish strong communication channels with representatives of the Authority's target groups and those that are most vulnerable</li> </ul>	<ul style="list-style-type: none"> <li>• Attending a biannual meeting with representatives from the Authority services to ensure that all programmes, promotions and initiatives aimed at increasing participation are being successfully communicated/ disseminated;</li> </ul>
Providing high quality services	TI 28 <ul style="list-style-type: none"> <li>• Maximise affordable access to high quality sport and leisure provision</li> </ul>	<ul style="list-style-type: none"> <li>• On-going annual increase in member and user numbers in all facility activities</li> <li>• Positive user satisfaction feedback obtained on a biannual basis</li> <li>• Achievement of Quest scores/ feedback that demonstrates ongoing continuous improvement</li> <li>• Achieve scores within the top quartile in user satisfaction levels in NBS (or equivalent) survey</li> </ul>
Sustainability/ Environmental improvements	TI 29 <ul style="list-style-type: none"> <li>• Support Reading Borough Council's to becoming carbon neutral by 2030.</li> <li>• Increasing water and energy efficiency through reductions in water, electricity and gas consumption</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in carbon footprint and annual CO2 emissions against an agreed 2018/19 baseline</li> <li>• Reduction in annual water consumption</li> <li>• Continued annual improvement of energy and water efficiencies against additional metrics</li> </ul>
	TI 30 <ul style="list-style-type: none"> <li>• Reduce production of waste at the Facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Production and implementation of an agreed annual Waste Management Strategy</li> <li>• Achievement of pre-agreed targets for working with waste contractors to achieve 'zero waste to landfill'</li> <li>• Annual reduction in waste produced and increase in recycling</li> </ul>
	TI 31 <ul style="list-style-type: none"> <li>• Increasing the number of people utilising green forms of travel that have minimal impact on the environment and reduction in car journeys</li> </ul>	<ul style="list-style-type: none"> <li>• Production and implementation of a site specific Green Travel Plan that is accessible to all</li> <li>• Ensuring a sufficient number of secure cycle parking is available at each of the Facilities</li> </ul>

- 2.2 During the first Contract Year following the Commencement Date both parties shall meet and, using the table above in conjunction with the Authority's Outcomes Method Statement, develop and agree an Outcomes "Scorecard". The balanced scorecard shall set out a series of key performance target indicators linked to the Authority's Outcomes and shall identify primary performance measures and score banding based on a RAG (Red, Amber, Green) rating system, scores, supporting commentary and action plan points.
- 2.3 The Outcomes Scorecard shall cover the following categories:
- User Perspective (UP)
  - Internal Business Process (IBP)
  - Continuous Improvement (CI); and
  - Financial (F).
- 2.4 Participation Targets shall be agreed annually between the Contractor and the Authority and set in line with the Authority's Outcomes and the demographics of the local community at that time. An agreed target shall be set for participation for the following User groups, profiled as set out in the table below (year 1 example).
- Young people throughput – 5-11 years
  - 50+ throughput
  - Black and Minority Ethnic (BAME) men and women throughput
  - Physical and Sensory Disabled persons
  - Mental Health and Learning Disabled persons
  - Exercise referral/ cardiac rehabilitation programme throughput
- 2.5 The Contractor shall participate in Sport England National Benchmarking Service for the Facilities throughout the Contract Period on a biennial basis following the Commencement Date. Dates and format for the survey to be agreed with the Authority.
- 2.6 The Contractor must achieve:
- 2.7 Either achieve the following percentage quartile targets for the Facilities in the previous Contract Year:
- within the top twenty five percent quartile for 80% of the indicators from the NBS survey
  - within the top twenty five percent quartile for 80% of all satisfaction indicators
  - within the top twenty five percent quartile for specific agreed key indicators
  - no indicators to be within the bottom twenty five percent quartile
  - overall, no more than 15% of all indicators to be within the bottom fifty percent quartile.
- 2.8 Or; have implemented the appropriate, previously agreed Marketing Plan and National Benchmarking Service Action Plan. The Contractor shall achieve and maintain the Inclusive Fitness Mark (Level 2 – 'Registered' as a minimum),
- 2.9 There are nine elements to the Service Performance Requirements:
- Cleaning

- Environmental and Energy Management
- Customer Service
- Catering and Vending
- IT Systems
- Maintenance of Buildings, Plant and Equipment
- Grounds Maintenance
- Event Management
- Reporting
  - Sports and Activities Development Plan
  - Marketing and Publicity
  - Major Incident Reporting
  - Other Reporting

- 2.10 The Contractor shall ensure that there is a clear and easily understood booking system and service for all relevant activities at the Facilities. This booking system shall be based on technological systems that allow for advanced booking arrangements and payments, collation of User information, effective management and administration systems, marketing opportunities and operational information systems that record and effectively deliver all bookings.
- 2.11 The system shall enable information on types of Users to be analysed in order to record participation by target groups as specified.
- 2.12 The Contractor shall to continually improve its technology systems and use innovative technology data capture tools to ensure the Facilities offer efficient User access, booking and enhancement to the customer experience.
- 2.13 The Contractor shall ensure that the Facilities and all equipment are fully functioning and available for use, conform to Legislation and statutory requirements, perform in the most efficient manner and achieve full economic life. The Contractor shall regularly service, maintain and replace as appropriate all buildings, equipment and plant in accordance with this Services Specification and Appendix 9 – Lifecycle Replacement Responsibility Matrix.
- 2.14 *Planned Preventative Maintenance (PPM)* - The Contractor shall, by a regular and organised scheme, be responsible for the maintenance and operation of all items of plant, equipment and building fabric within the Facilities, inclusive of fixtures and fittings.
- 2.15 *Reactive Maintenance and repairs* - The Contractor shall operate systems in a competent, pro-active manner so as to control all of the systems and the internal environment and to maintain a secure and reliable service in accordance with their relevant Method Statement.
- 2.16 *Lifecycle* - The Contractor shall develop the Lifecycle Schedule for the Facilities based upon industry standards for replacement of plant and building fabric.
- 2.17 *Fabric Maintenance* - The Contractor shall provide a professionally managed, high quality planned preventative fabric maintenance service in accordance with a system and programme of building fabric maintenance.

### **3.0. Sports and Activity Development Plan**

- 3.1 Sports development is an important tool in achieving greater usage in under-represented groups. In particular, sports development work focuses on encouraging individuals and groups who may be disadvantaged in some way to take part in sports, health and physical activity.
- 3.2 The Contractor acknowledges the importance of sports development and shall prepare an annual Sports and Activity Development Plan in light of this for approval by the Authority's Sports Development Representative and implementation by the Contractor. The Sports and Activity Development Plan shall deliver the Authority's vision and outcomes for leisure and take account of the needs of the district to include appropriate provision of coached sessions/ links between centres and clubs, active promotion of healthy lifestyles, links to schools and partnerships with appropriate organisations.
- 3.3 The Contractor shall ensure that the Sports and Activity Development Plan includes the following:
- Programmes for basic skills development (especially for young people)
  - Promoting and increasing participation
  - Improving performance
  - Developing talent and excellence
  - Playing new, not necessarily mainstream, sports
  - Receiving/giving coaching
  - Taking part in events and competitions
  - Improving levels of User satisfaction
  - Developing volunteers and officials
  - Developing clubs
  - Consistency with long term athlete development principles

#### 3.4 **Facility Performance Requirements**

- Pricing Requirements
- Opening Hours
- Activity Programming
  - Programmes of Use
  - Booking Systems
- Health and Safety Management
- Equipment
- Access
- Legislation and Policy
- Water (Hot and Cold Installations)
- Drainage
- Ventilation
- Heating (Thermal Comfort)
- Lighting
- Pool Water Quality (Swimming Pool Installations)
- CCTV and Security
- Staffing
- Minimum Opening Hours
- Authority Weekly Programming Requirements
- Authority Pricing Requirements

#### 3.5 **Technical Specification**

- General requirements – including design life. Durability and maintainability
- Architectural requirements – including minimum standards, building envelope
- Mechanical and electrical engineering requirements
- Information technology and communications requirements
- Civil and Structural engineering requirements
- External works requirements
- Construction Site Management

These technical requirements will be subject to and are supported by robust procedures for staged sign off by the Council through the build programme.

### **3.6 Contract**

The Contractor will be operating under a suitably configured version of the Sport England standard contract, including relevant requirements regarding contract governance.