

Bradford Sporting Association Ltd

Tender For Management of Sports Facility

Tenders are to be returned by: 5th June 2018 4:30 pm

Returned to:

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Section 1: Introduction

Aims and Objectives of the Bradford Sporting Association Ltd (BSA Ltd)

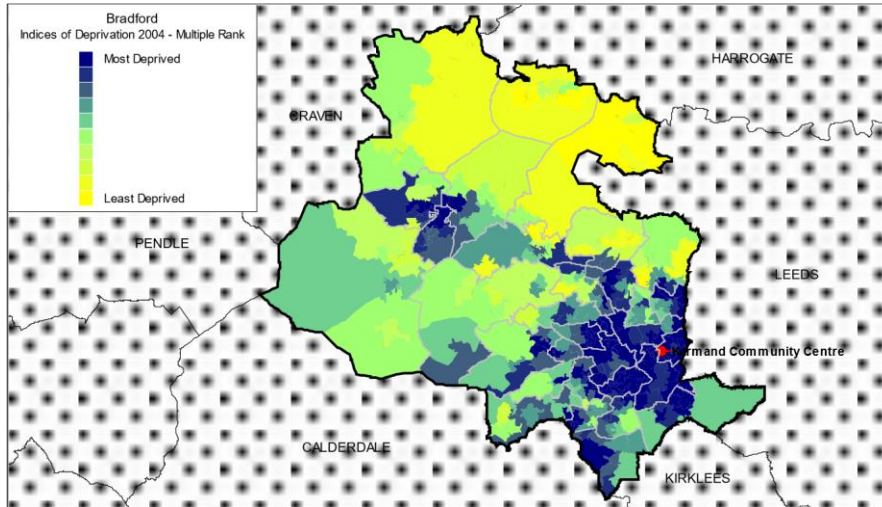
To develop the facilities for Bradford Sporting Association and recreation, Business start up units, health hub and provide the business support and assist local people in to jobs, with the object of improving the conditions of life amongst persons who have need of such facilities and who are resident in Bradford

Area Profile

Bradford is located on Barkerend Road in Bradford approximately two miles from the city centre. The site is in Bradford Moor; which is officially classified as one of the most deprived areas in England. The immediate locality has a population of 22,255. Disadvantage and poverty is commonplace:

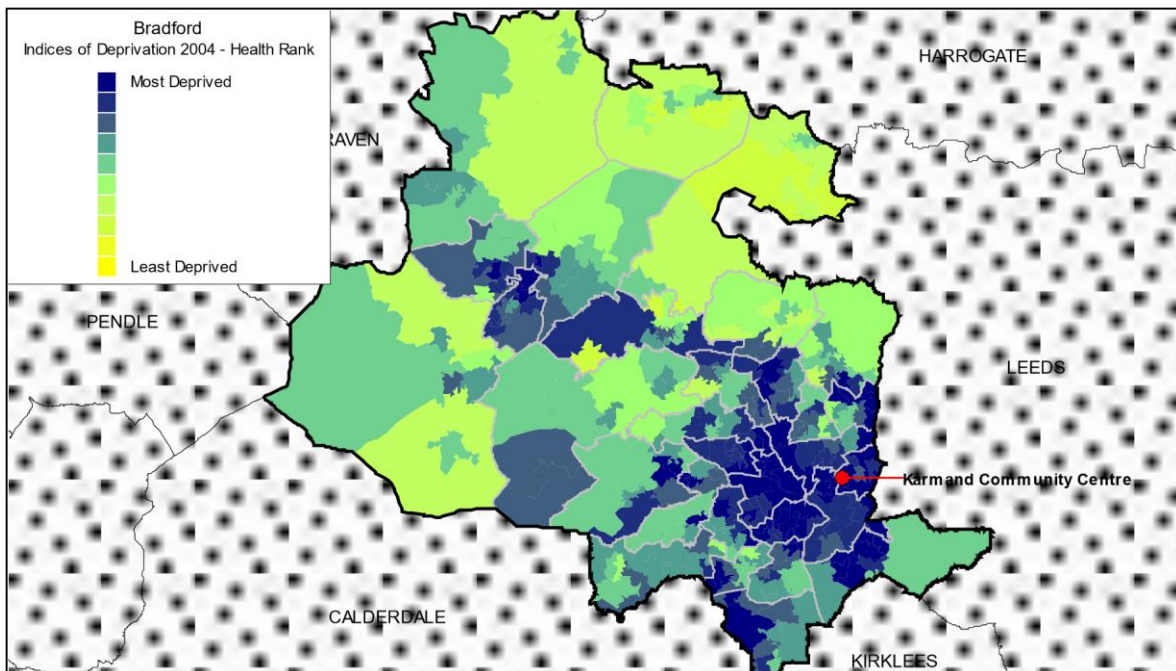
- 55% of the community claims Council benefit (compared with the Bradford MDC average of 29%).
- Unemployment levels are 29% (compared to the Bradford MDC average of 13%). It is particularly high amongst people from younger age groups.
- The majority of local housing is terraced (70.9%), much of which is in poor condition.
- Overcrowding is high and 56% of houses have no central heating.
- 60% of local households do not have cars.

Myra Shay – IoD Multiple deprivation rank

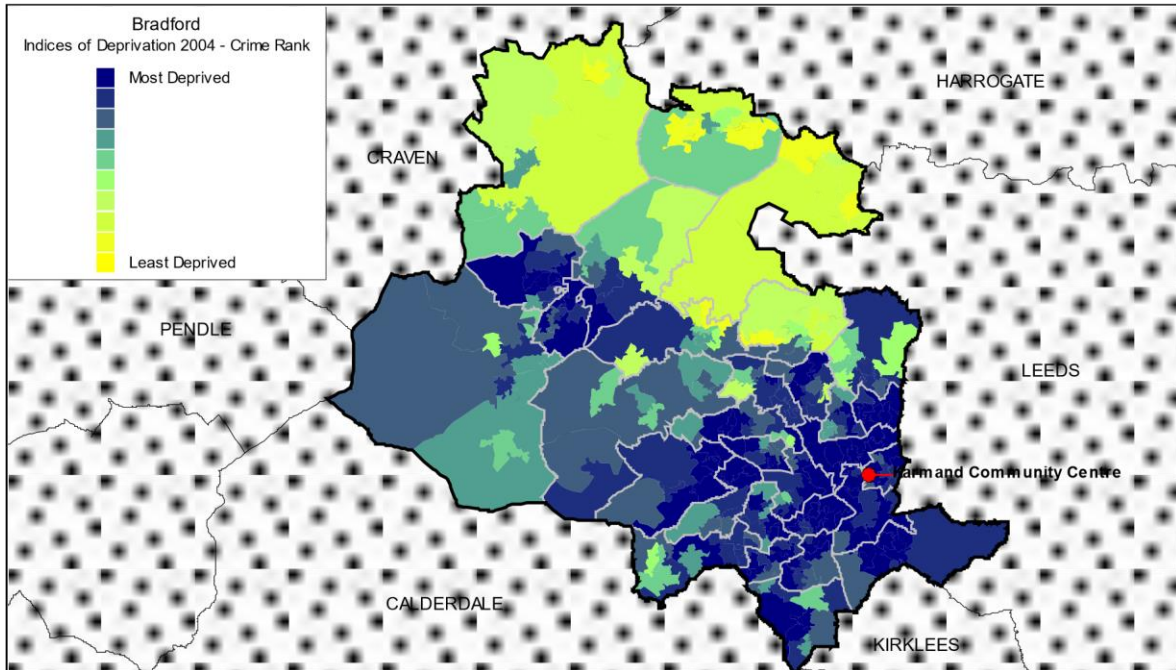


Poor levels of health mirror other deprivation factors in the area. Men aged 15-64 have a standard mortality rate of 141 compared to the District average of 115. Women under the age of 75 have a rate of 147 compared to the district average of 115. The level of coronary heart disease is also above the average for the area. The BD3 postcode area, which covers BSA Ltd, has the highest levels of substance abuse presentations to the health service of the whole of Bradford.

IoD: Health rank – Barkerend-Bradford Moor



IoD: Crime - Barkerend-Bradford Moor

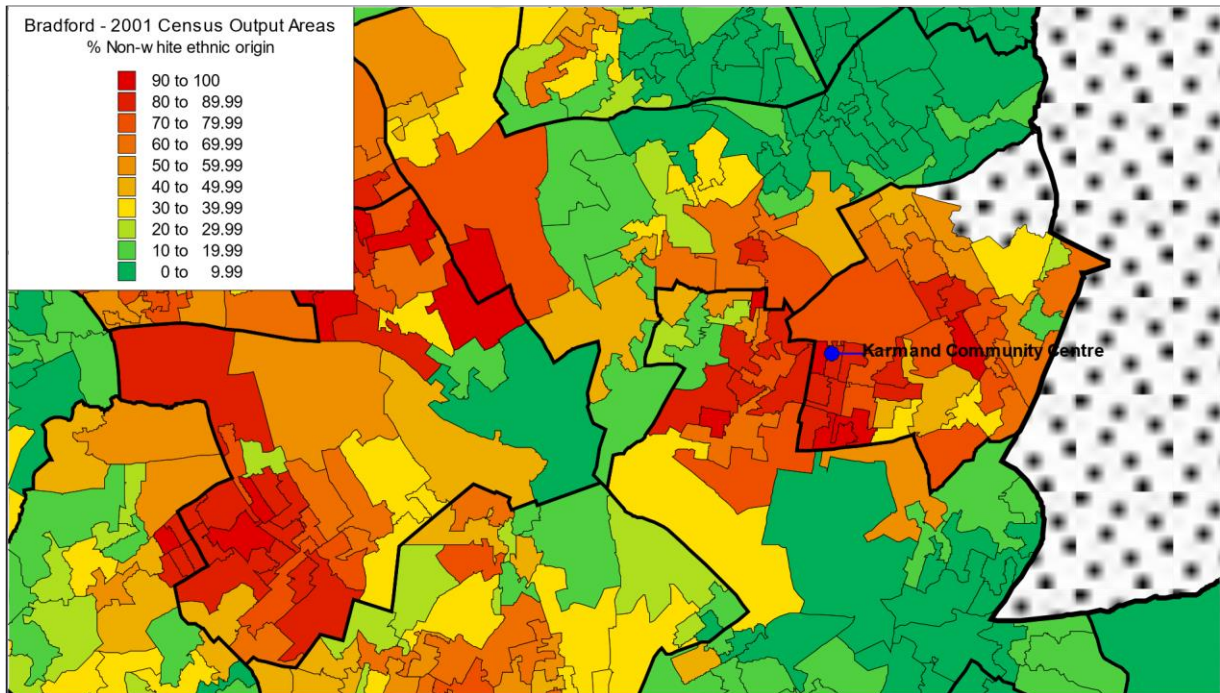


The population of the area is predominantly Asian, and the majority of the Asian community (approximately 80%) is Pakistani in origin.

Resident population (%) by ethnic origin

Ethnic group	Bradford Moor	Bradford	England & Wales
White	30.6	78.3	90.9
<i>of which white Irish</i>	0.5	0.7	1.3
Mixed	1.7	1.5	1.3
Asian or Asian British	66.4	18.9	4.6
<i>Indian</i>	6.6	2.9	2.1
<i>Pakistani</i>	54.3	14.5	1.4
<i>Bangladeshi</i>	3.5	1.1	0.6
<i>Other Asian</i>	2.0	0.6	0.5
Black or Black British	1.1	0.9	2.1
<i>Caribbean</i>	0.7	0.6	1.1
<i>African</i>	0.2	0.2	1.0
<i>Other Black</i>	0.1	0.1	0.2
Chinese/other group	0.3	0.4	0.9

2001 Census output areas around Myra Shay – % non-white ethnic origin



Religious beliefs are a significant issue within the Bradford Moor community particularly among the Asian community. Approximately 60% of the local religious make up is Muslim with a further 5% being Sikh, while 22% are of Christian denomination.

	Bradford Moor	Bradford	England & Wales
Christian	22.2	60.1	71.8
Buddhist	0.0	0.1	0.3
Hindu	0.9	1.0	1.1
Jewish	0.0	0.1	0.5
Muslim	58.9	16.1	3.0
Sikh	4.2	1.0	0.6
Other religion	0.1	0.2	0.3
No religion	5.1	13.3	14.8
Religion not stated	8.4	8.1	7.7

Source 2001 Census

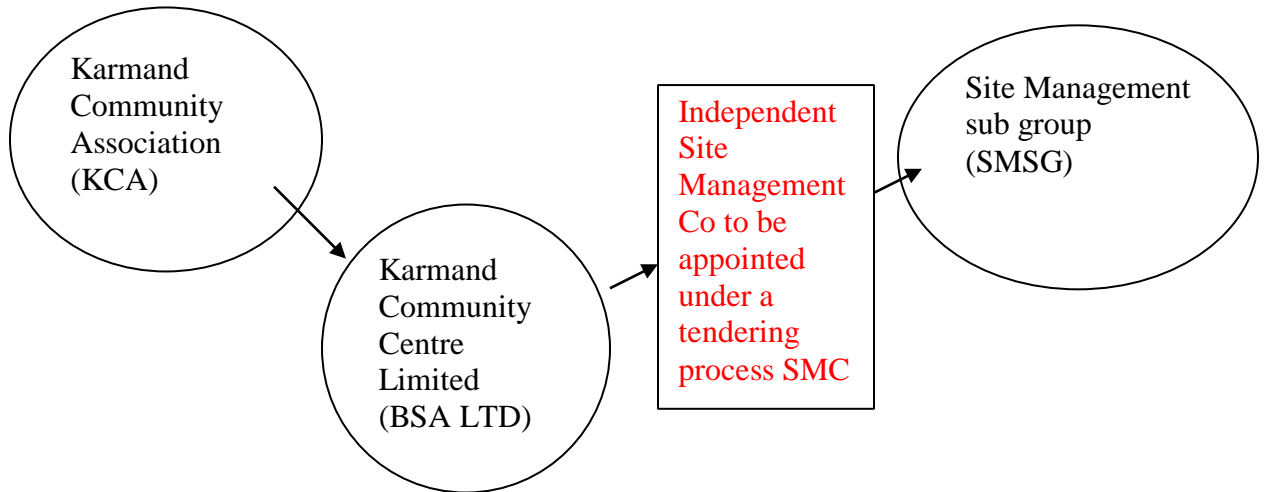
Section 2: Scope

Bradford Sporting Association
Barkerend Road, Bradford, BD3 9EP.

Company Number:-05844450
Charity Number: - 1124502

BSA is seeking tenders for the future management of its sports facility which is the Site management Company (SMC). The selected site management company will be licensed to manage the facility.

Organisational Structure of Bradford Sporting Association Limited



The Facility:

Two flood lit 4G 5 a side football, pitches, A 12 wicket cricket pitch, Cricket nets practise, Cricket Pavilion housing changing rooms, showers, kitchenette and a electron scoreboards.

The facility will be the catalyst for a range of programmes and activities specifically designed to ensure that people, from this targeted deprived area of the City, are proactively encouraged to get involved in sport and maintain active participation from an introductory level through to senior competition, coaching and administration. It will exponentially increase the quality of playing, coaching and training opportunities for key groups. The aim is to work closely with the local community, agencies, the Police, Bradford Council and others to tackle a number of issues within the community and encourage use of the facilities.

- A quality sporting facility, enabling local people to take part in sport and encouraging more informal engagement and ownership.
- Pitch quality will allow clubs/teams from the community to achieve higher standards of play and progress within the league pyramid achieving long-term aspirations.
- It will be used to support the training of sports coaches, referees and umpires
- Its operation will be actively geared to driving and supporting community cohesion particularly between differing local community and religious groups.
- It will support a range of local projects and processes designed to tackle crime and antisocial behaviour – particularly among local youths.
- It will accommodate a range of programmes designed to engage the local community (particularly those under the age of 16).

- It will be a vital and safe resource for the (walk-to) primary and secondary schools in the local community and a valuable resource for the Extended Schools Programme.

Usage

All consultees have stressed, and partner-funding agencies have insisted, that it is imperative that the site services and is accessible to the *whole* community.

Site Management Company (SMC)

All proposals will be assessed against the following criteria:

- How the organisation will maintain community access
- How they will ensure financial sustainability
- How they will increase usage and participation
- How much income BSA Let will receive

The SMC will be licensed to take over the management of the facility. As a key requirement the SMC will form a steering group of individuals charged with ensuring that the quality of the ground is maintained and improved and to represent the views of a wider cross-section of users, interest groups and the community. Its membership will be made up from the following groups:

- Site manager/caretaker.
- Clubs representatives.
- Community representatives (SMSG).
- Bradford PCT representative.
- SMC representative.

Systems to record progress made against specific indicators will be required. Initial data collection will be required before performance improvements can be clearly identified and analysed. An annual series of user and partner group forums will be conducted. Measurement will involve conducting surveys to assess, for example:

- Awareness of local people about facilities/programmes offered.
- Awareness of local schoolteachers about facilities/programmes offered.
- Ongoing impact on community participation in the local area.
- Awareness among young people about facilities/programmes offered.

The Site management Company (SMC) will provide the opportunity to stage 'one off' events. It has been assumed in the first year of operation that three Kwik Cricket festivals should be staged. This will provide an opportunity to engage young people within the local community in centre run activities. The SMC will be responsible for organisation and delivery of the festival days. The SMC has a number of key drivers who would be fundamental to the organisation of such an event; however, they will also be responsible for the recruitment of further partners such as the ECB development team, BMDC development representatives and important figures within the local community in order to deliver a successful event

The site management would include a clause to set up a sub committee (SMSG) who's role must be to engage with the local community by appointing members from the local neighbourhood who have the sporting knowledge and expertise on the subcommittee.

The SMC would have to provide quarterly returns with all the output figures for the site to the BCA Limited as required by funding partner's i.e. Sport England, CBMDC

Section 3: Procurement Process

The intended timescale is:

- EOI adverts placed – 25 May 2018
- Tenders bids returned – 5 May 2018 before 4:30 pm
- Preferred organisation selected – 5 May 2018

License

The facilities will be made available on a 1 or 3-year license. Maintenance and insurance obligations will be shared, with BSA Ltd retaining responsibility for major external elements, structural repairs and major plant replacement;

The contractor being responsible for other repairs, maintenance, replacement of Equipment, redecoration and servicing matters. A detailed split of responsibility will be made available along with a draft license.

The contractual arrangements will contain provision for remedy and rectification in the event of non-performance.

Section 4: Bid Requirement

Bidders are required to respond in three parts: Pre-requisites, Specified Requirements and proposals. Bidders should also include an executive summary setting out their approach to providing and developing the service.

Bidders are required to:

Demonstrate their conformance to Pre-Requisites (or commit to a timescale for achieving the relevant standards) Commit to delivering the Specified Requirements and set out their method statements for delivering

Bidders need to set out their method statements for each Proposal sought by BSAL

PRE-REQUISITES

These are regarded by BSA Ltd as pre-requisites for all organisations to be considered for the partnership. Bidders must confirm that they can meet the following criteria and must provide the following information as Appendices to their EOI:

Insurances

Required insurances, to be met by the organisation are: Employer's Liability; Material Damage Cover for any contents; Public Liability.

Equal Opportunities for Staff

A copy of the bidder's Equal Opportunities Policy for Staff.

Equal Opportunities in Service Delivery

A copy of the bidder's Equal opportunities in Service Delivery policy

Health & Safety Policies and Systems

A copy of the bidder's Health & Safety Policy and procedures, including processes for monitoring and review.

Child Protection Policies and Systems

A copy of the bidder's policies and procedures on Child Protection, including Criminal Record Bureau checks and conformance to the Child Protection Act.

Disability Discrimination Act (DDA) policies and procedures

A copy of the bidder's policies and procedures, including training, special literature, accessible programmes etc.

Operational Risk Management

A copy of the bidder's policies and procedures as they apply to operational risk management should be provided

SPECIFIED REQUIREMENTS

There are a number of Specified Requirements, which, together with the bidder's Proposals, will form the basis of the negotiated contract.

Bidders must set out their response to each Specified Requirement, including confirmation how they will deliver against performance measures and provide added value.

BSA Ltd would also welcome proposals to enhance the 'Specific Requirements' which bidders believe may lead to an improved level of service.

Costs

A 3-year business financial plan to be established and enable some flexibility to respond to changing strategic circumstances e.g. funding streams, 2012 Olympics.

Performance Management

Performance measures will be related to the BSA Ltd objectives for the service. The key criteria on which performance will be evaluated are:

Participation levels - the bidder should describe how the agreed targets for 'growth in attendance and use' in the Proposals section will be collected, analysed and presented.

Customer satisfaction – the bidder should describe the method for the assessment of the agreed customer satisfaction targets, for accessibility, availability of facilities, and quality of facilities, cleanliness, staffing and value for money.

BSA Ltd and the contractor will agree the performance targets annually. The contractor will put in place mechanisms to measure and report on progress against the performance targets on a quarterly and annual basis as well as monthly updates.

Communication, Monitoring and Review

The contractor must nominate a Contract Manager to act as the lead officer for the contractor in relation to the contract. Bidders should indicate the protocol intended should contract resolution issues arise and the extent of local delegated powers to resolve such matters.

The Contract Manager at a minimum will meet with BSA Ltd on a quarterly and annual basis to review performance and to agree improvement plans and developments, and on an annual basis to agree service delivery plans and new performance targets. Also to update on 3 year business plan for budget projections.

Sport and Healthy Lifestyle Development

The bidder will be responsible for delivering healthy lifestyle programmes. This will be agreed annually with BSA Ltd and will include actions and initiatives to increase participation by target groups and programmes and initiatives.

Environmental Management

The bidder will be required as a minimum to comply with BSA Ltd Environmental Policy and must, where possible, employ best practice in mitigating the effects of the service on the environment, including energy management, waste and effluent disposal, noise pollution etc,

INCOME TO BSA Ltd

The bidder must set out a clearly on how much will be paid to BSA Ltd per annum for the license to manage the facility. The selected contractor will make payments to BSA Ltd in advance on the 28th of each month.

PROPOSALS

BSA Ltd is seeking bidders' proposals on how they will address a number of key issues of service provision and development. Bidders should provide a method statement for each of the areas below demonstrating the benefit they can deliver and how it will be achieved. In making their proposals bidders should be aware that the method statement should clearly identify resource implications and outputs achieved.

These method statements are an opportunity for bidders to demonstrate their abilities and their proposals for improvement and development of opportunities for the local community. It is important that each proposal is representative of the manner in which the work will be approached and is indicative of the standards of skill, care and diligence in operation across the service.

The outputs proposed will form part of the contractual arrangements and the basis of future monitoring and review of the contract, therefore it is important that proposals are realistic and do not contain promises as to levels of service which cannot be achieved or maintained. Examples of how bidders achieve the levels of service they propose within their current operations should be included where possible.

Marketing and Promotions

BSA Ltd believes that a sound marketing strategy linked to pricing policy, is essential to position the service and convey its advantages, to maximise uptake and to achieve service objectives.

Marketing plans will form part of the 3 year business planning and annual service delivery plan agreed with **BSA Ltd**. Bidders should set out their overall marketing strategy, together with a marketing and promotional plan for the first year of the contract.

Marketing proposals should make specific reference to the market segments **BSA Ltd L** has identified as important in the 'Growth in Attendance and Use' proposal above, including the use by visitors to the district.

Community Engagement

The bidder will be required to set up a sub committee (MSG) who's role must be to engage with the local community by appointing members from the local neighbourhood who have the sporting knowledge and expertise on the sub committee. It is very important that the local community has a voice when plans and decisions about the service are made.

Strategic Risk Management

BSA Ltd believes that strategic risk management is an important part of the management of the service and bidders should describe their approach to risk management, risk minimisation and proposals for business continuity.

Technical Operation, Repairs and Maintenance

BSA Ltd believes that competent technical operation of the facilities and repairs and maintenance contribute positively to customer enjoyment and satisfaction. Bidders should explain how they would approach these functions.