

RUSHMOOR BOROUGH COUNCIL

**FARNBOROUGH LEISURE AND CULTURAL HUB AND ALDERSHOT
POOLS AND LIDO**

Services Specification

(Schedule 1 to The Agreement)

To Client V6

01.09.23

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

DOCUMENT CONTROL

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5	24.7.23	V5		CE comments on previous draft
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Sign-off List

Name	Position	Date	Remarks

Distribution List

Name	Position	Date
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Contents

1	Introduction	1
	1.1. Background	1
	1.2. Measurement	2
	1.3. Reporting	2
2	General Core Requirements	3
	2.1 Introduction	3
	2.2 The Borough of Rushmoor	3
	2.3 Strategic Priorities and Contribution to wider local Strategic Outcomes	3
	2.3 Facility Management	18
	2.4 Health and Wellbeing Development	20
	2.5 Partnership Philosophy and Governance	22
	2.6 Management Fee	23
	2.7 Asset Management	24
	2.8 Utility Costs and National Non-Domestic Rates	24
	2.9 Environmental and Energy Management	25
	2.10 Managing Performance against Strategic Priorities	25
	2.11 Quality Management	31
	2.12 Social Value	32
	2.13 Free Access	33
3	Service Requirements	34
	3.1 Health and Wellbeing Development	34
	3.2 General Programming	34
	3.3 Health and Wellbeing	35
	3.4 Educational Use	36
	3.5 Partnership working	36
	3.6 Special Events	36
	3.7 Disability	37
	3.8 User Satisfaction	37
	3.9 Performance Standards	37
	3.10 GP Referral Scheme/Cardiac Groups	38
	3.11 Play Development	39
	3.12 Reporting Requirements	40
	3.13 Opening Hours	41
	3.14 Access	42
	3.15 Customer Experience	44
	3.16 ICT, Website and Bookings	44
	3.17 Customer Services Policy and Complaints	46
	3.18 Programming for All	47
	3.19 Special Events and Protected Bookings	49
	3.20 Non – Sporting Events	51
	3.22 Staffing and Skills Development	55
	3.23 Safeguarding	59
	3.24 Equalities	60
	3.25 Cleaning and Housekeeping	61
	3.26 Food and Beverages	62
	3.27 Marketing, Consultation and Communication	64
	3.28 Data and ICT Management	68
	3.29 Health and Safety Management	70
	3.30 Major Incident Reporting	76

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

4	Asset Management	79
4.1	Asset Management Capital and Revenue Funding	79
4.2	Building Maintenance	79
4.3	Statutory/ Mandatory inspections	84
4.4	Maintenance and Replacement of Equipment	88
4.5	Grounds Maintenance	91
4.6	Environmental and Energy Management	92
4.7	Legislation and Policy	96
4.8	Water (Hot and Cold Installations)	97
4.9	Drainage	98
4.10	Ventilation	99
4.11	Heating (Thermal Comfort)	99
4.12	Lighting	100
4.13	Pool Water Quality	100
4.14	CCTV and Security	102
5	Performance Management and Reporting	104
5.1	Planning to Improve (Service Planning)	104
5.2	Meetings and Reporting	106

Appendices

- 1. Example of client meeting agenda**
- 2. Annual Utility Consumption**
- 3. Protected Club Bookings**
- 4. 2019/20 Prices**
- 5. Branding Guidelines**
- 6. The Authority's Safeguarding Policy**
- 7. Life Cycle Maintenance Responsibilities**
- 8. Site Plan Of Farnborough Leisure and Cultural Hub**
- 9. Site Plan Of Aldershot Pools And Lido**
- 10. Equipment Inventory**
- 11. List Of Existing Service Contracts**
- 12. User Survey Analysis**
- 13. GP Referral Scheme**
- 14. Aldershot Pools And Lido Planned Preventative Maintenance**
- 15. Fitness Membership Numbers**
- 16. Aldershot Pools Complex – Asbestos Re-Inspection July 2019**
- 17. Town Centre INDICATIVE Redevelopment Plans – TO FOLLOW**
- 18. Modern Slavery Transparency Statement**

Schedule of Changes

The drafting in blue is the wording issued following the dialogues in the document Terms and Conditions:

Clause	Provision	Reason

Draft V6

1 Introduction

4.1 1.1 Background

- 1.1.1. This Services Specification sets out the scope, Performance Standards and Reporting Requirements that the Operator Partner shall meet during the Contract Period. It details the requirements that the Operator Partner shall meet for the operation of the Services and Facilities specified within this Schedule throughout the Contract Period.
- 1.1.2. The Services Specification forms a Schedule to the Agreement and is legally binding.
- 1.1.3. The structure of this Services Specification is set out as follows:

**Section 2
General Core Requirements**

- Strategic Priorities and Contribution to wider local Strategic Outcomes
- Facility Management
- Sport and Health Development (Sports Development, Health and Physical Activity Outreach Programme),
- Partnership Philosophy and Governance
- Management Fee
- Asset Management
- Utility Costs and National Non-Domestic Rates
- Environmental and Energy Management
- Managing Performance against Strategic Priorities
- Quality Management
- Social Value

**Section 3
Service Requirements**

- Sport and Health Development
- Opening Hours
- Access
- Customer Experience
- Programming for All
- Pricing
- Staffing and Skills Development
- Safeguarding
- Equalities
- Cleaning and Housekeeping
- Food and Beverages
- Marketing, Research and Communication
- Data and ICT Management
- Health and Safety Management

**Section 4
Asset Management Requirements**

- Building Maintenance
- Statutory/ Mandatory inspections
- Equipment
- Grounds Maintenance
- Environmental and Energy Management
- Legislation and Policy
- Water (Hot and Cold Installations)
- Drainage
- Ventilation
- Heating (Thermal Comfort)
- Lighting
- Pool Water Quality
- CCTV and Security

**Section 5
Performance Management and Reporting**

- Planning to Improve (Service Planning)
- Meetings and Reporting

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

- 1.1.4. This Services Specification applies the following structure to each element of the services described in Section 3 – Service Requirements, Section 4 – Asset Management Requirements and Section 5 – Performance Management and Reporting.

Overall Requirement	Provides the Operator Partner with a high-level summary of the overall requirement for each element of the services.
Performance Standards	Provides a list of standards that set out the required level of performance that the Operator Partner shall meet, and which will determine whether the Operator Partner is meeting the requirements of Rushmoor Borough Council (the Authority). The Operator Partner must meet these standards if the Services Specification is deemed to be achieved.
Reporting Requirements	Provides details of the reporting requirements that the Operator Partner shall meet in relation to each element of the services.

4.2 1.2 Measurement

- 1.2.1. Monitoring of the Operator Partner’s performance shall be measured in accordance with Clause 19 (Performance Monitoring) and Schedule 5 (Payment and Performance Mechanism).

4.3 1.3 Reporting

- 1.3.1 The Operator Partner is obliged to report on its own performance in accordance with this Services Specification. This is required as follows:
- Every 6 weeks – operational meeting with the Authority to report on maintenance, marketing etc See Appendix 1 for Example Client/Operator Partner Meeting Agenda
 - Sport and Health Development – programme development and delivery; attendances; feedback - 1 meeting quarterly with the Authority
 - Annual strategic partnership board meeting
 - Other specialist meetings as required by the Authority
 - Meeting with Key Users (Library Service and Cultural Service) – 1 meeting quarterly with the Authority

2 General Core Requirements

2.1 Introduction

- 2.1.1 This section sets out the general core requirements of this Services Specification in relation to the Facilities being: (i) Farnborough Leisure and Cultural Hub (Farnborough LCH); and (ii) Aldershot Pools and Lido (Aldershot).
- 2.1.2 Farnborough LCH will replace the old Farnborough Leisure Centre, which permanently closed in March 2022. The new Facility, which is due to open in Spring 2027, will form part of the Council's Civic Quarter regeneration scheme in Farnborough town centre. Farnborough LCH will provide a state-of-the-art leisure centre, library, cultural space and Civic Centre offices that will proactively address identified community needs aligned to health, physical activity, social wellbeing and culture. While the Operator Partner will have overall responsibility for the management of Farnborough LCH there will be Key User Agreements with the Library Service, provided by Hampshire County Council and Cultural Service provided by Hampshire Cultural Trust for designated areas of Farnborough LCH to ensure priority of access and use at agreed times to meet their needs. Key Users and their customers will have shared access to communal areas of the building including the café and toilets.
- 2.1.3 The Operator Partner will provide Services in two distinct phases: (i) the Interim Phase, during which Services in relation to Aldershot, and pre-opening Services in relation to Farnborough will be provided; and (ii) the Main Phase, during which the full range of Services in relation to both Facilities will be provided.
- 2.1.4 The general core requirements underpin the more specific requirements and standards for service delivery and asset management which are described in Sections 3 and 4.

2.2 The Borough of Rushmoor

- 2.2.1 Rushmoor Borough is an urban area, located 30 miles south-west of London. It is in north-east Hampshire, adjacent to the Surrey and Berkshire Borders. The Borough is relatively small at 3,905 ha but is densely populated.
- 2.2.2 There are two main urban communities:
- **Farnborough (north of the Borough and location of Farnborough LCH)** – 60,652 population (Census 2021). Farnborough is recognised internationally for British aerospace research work, its airfield (the first in Britain) and the Farnborough air show.
 - **Aldershot (south of the Borough)** – 39,807 population (Census 2021). Aldershot is a growing town, with a community predominantly comprised of young families, and a growing older population. It is also the location of the Aldershot garrison, based to the north of Aldershot Town Centre. The Garrison comprises around 11,500 people, including resident troops, soldiers on transit courses, civil servants, contractors and dependents. It has its own leisure facilities which offer limited public access.

2.3 Strategic Priorities and Contribution to wider local Strategic Outcomes

- 2.2.1 The Authority is seeking a long-term partnership which will contribute to local Health and Well-being priorities, whilst delivering, a Management Fee payment and a surplus share to the Authority.

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

- 2.2.2 The Operator Partner should assume in responding to the ITT that partnership working is fundamental to this Agreement
- 2.2.3 The Operator Partner shall provide Services which contribute to the wider local Strategic Outcomes as set out below; the Operator Partner shall ensure that Services provided comply with existing strategies and those that supersede them.

Table 1: Summary of local Policies/Strategies providing a context for the Specification

Strategy/Policy	Strategic Outcomes
<p>Sport England Strategy: Uniting the Movement 2021</p>	<p>Sport England have three key objectives in the new 10 year strategy:</p> <ol style="list-style-type: none"> 1. Advocating for Movement, Sport and Physical Activity. 2. Joining Forces on Five Big Issues. 3. Creating the Catalysts for Change <p>The 'Five Big Issues' are defined as:</p> <p>Recover and Reinvent - Recovering from the biggest crisis in a generation and reinventing as a vibrant, relevant and sustainable network of organisations providing sport and physical activity opportunities that meet the needs of different people.</p> <p>Connecting Communities - Focusing on sport and physical activity's ability to make better places to live and bring people together.</p> <p>Positive Experiences for Children and Young People - An unrelenting focus on positive experiences for all children and young people as the foundations for a long and healthy life.</p> <p>Connecting with Health and Wellbeing - Strengthening the connections between sport, physical activity, health and wellbeing, so more people can feel the benefits of, and advocate for, an active life.</p> <p>Active Environments - Creating and protecting the places and spaces that make it easier for people to be active.</p>
<p>Department for Culture Media and Sport</p> <p>Get Active: A Strategy for the Future of Sport and Physical Activity</p>	<p>Our vision is to make sport and physical activity accessible, resilient, fun, and fair, for now and the years to come – for the benefit of individuals and the country.</p> <p>The government wants to help build a healthier nation by tackling high levels of inactivity, and by making sure that the sport and physical activity sector thrives for future generations.</p> <p>This strategy sets out how the government will work with the sector to achieve these aims by ensuring that everyone can be active. Central to this will be a focus on establishing a lifetime habit of being physically active amongst children and young people, including playing sport, supporting the sector to be welcoming to all, and ensuring the sector is prepared for both future challenges and opportunities.</p> <p>The government wants to help build a healthier nation by tackling high levels of inactivity, and by making sure that the sport and physical activity sector thrives for future generations.</p> <p>The 3 core priorities of this strategy are:</p> <ol style="list-style-type: none"> 1. Being unapologetically ambitious in making the nation more active, whether in government or in the sport sector 2. Making sport and physical activity more inclusive and welcoming for all so that everyone can have confidence that there is a place for them in sport.

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

Strategy/Policy	Strategic Outcomes
	<p>3. Moving towards a more sustainable sector that is more financially resilient and robust.</p> <p>Targets to achieve by 2030:</p> <ul style="list-style-type: none"> • Over 2.5 million more active adults as defined through the Chief Medical Officers' guidelines on physical activity. • Over 1 million more children meeting the Chief Medical Officers' guidelines on physical activity targets to reduce disparities in pa 1.4 million more active adults from those in NS-SEC 6-8 • 0.7 million more active people who identify as having 1 or more disabilities. • 1.5 million more active adults aged 55+. • 1.25 million more active women • 0.19 million more active Asian adults, particularly people from Indian, Pakistani, and Bangladeshi ethnic groups. • 0.09 million more active black adult <p>To achieve this, the Government has committed to the following measures:</p> <ul style="list-style-type: none"> • A new cross-government approach for activity for all, with clear metrics and targets for the sector, held to account by a joint government and sector National Physical Activity Taskforce. • More investment in the sector is targeted at inactive groups, and a more strategic approach to facilities to ensure communities have access to the facilities they need. • A focus on all children to meet the activity levels recommended by the UK's Chief Medical Officers, supported by a new campaign aimed at children and young people
<p>Everybody Active, Every Day An evidence based approach to physical activity (2014), reviewed 2020 Public Health England</p>	<p>Public Health England wants to drive a step change in the public's health. Tackling physical inactivity is a key part of making this step change to reduce the burden of preventable death, disease and disability, and support people and their communities to achieve their potential.</p> <p>Inactivity There are many reasons for the continued epidemic of physical inactivity. Social and economic trends over decades have 'designed' physical activity out of daily life.</p> <p>Inequalities</p> <ul style="list-style-type: none"> • Geography: People living in in the least prosperous areas are twice as likely to be physically inactive as those living in more prosperous areas. • Age: Physical activity declines with age to the extent that by 75 years only 1 in 10 men and 1 in 20 women are sufficiently active for good health. • Disability: Disabled people are half as likely as non-disabled people to be active. Only 1 in 4 people with learning difficulties take part in physical activity each month, compared to over half of people without a disability. • Race: Only 11% / 26% of Bangladeshi women and men are sufficiently active for good health, compared with 25% / 37% of the general population • Sex: Men are more active than women in virtually every age group, with 6 in 10 women not participating in sport or physical activity • Sexual orientation and Gender Identity: Over a third of lesbian, gay, bisexual and transgender youth do not feel they can be open about their gender identity in a sports club. <p>Physical Literacy</p> <p>Physical activity does not need to be strenuous to be effective.</p>

Rushmoor Borough Council
 Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

Strategy/Policy	Strategic Outcomes
	<p>Dancing can be as beneficial as going to the gym and walking or cycling to the shops or work can be a great way to get the heart pumping as part of doing the everyday chores.</p> <p>Physical activity needs to be made easy, made fun and made affordable. If we want everyone to be active every day, exercise and active recreation must be available to all, at every stage of life in every community across England.</p> <p>To deliver this vision requires action across four areas at national and local level:</p> <ul style="list-style-type: none"> • Active society: creating a social movement • Moving professionals: activating networks of expertise • Active Lives: creating the right environments • Moving at scale: scaling up interventions that make us active
<p>Towards A Healthier Hampshire: Improving Public Health 2016-2021</p>	<p>Hampshire's Public Health Strategy Vision is:</p> <p>Healthy, happy and resilient communities now and for future generations in Hampshire.</p> <p>Our ambitions:</p> <ul style="list-style-type: none"> • People living in Hampshire will be among the healthiest in Europe with a better than average healthy life expectancy. • We will narrow the gap in life expectancy and healthy life expectancy, to ensure that those living longer are also healthier for longer. • In Hampshire, living a healthy lifestyle will be the 'norm'. • People who live in Hampshire will have good emotional wellbeing and mental health. • Children and families will be healthy and resilient, and children will have the best possible start to life. • Hampshire's communities are thriving and healthy places to live.
<p>Hampshire Healthy Weight Strategy 2022 - 2026</p>	<p>The Strategy aims to reduce or level off the prevalence of overweight and obesity.</p> <p>To achieve this:</p> <ul style="list-style-type: none"> • We will support places and communities to make it easier for residents to achieve and sustain a healthier weight <ul style="list-style-type: none"> ➢ Interventions will include – ➢ Focussing on opportunities to embed healthy environments arising from the development of new places. ➢ Working together to ensure the development and the implementation of Local Transport Plan embeds health and wellbeing and promotes accessible active travel. ➢ Involving and including all partners and residents to support communities in achieving a healthy weight. • We will work with health, care, education and community settings and systems to promote healthier weight across the life course <ul style="list-style-type: none"> ➢ Interventions will include – ➢ Promoting opportunities for physical activity in families ➢ Working together to ensure our residents are ageing well, within the context of our ageing population in Hampshire.

Rushmoor Borough Council
 Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

Strategy/Policy	Strategic Outcomes
	<ul style="list-style-type: none"> ➤ Working together with large businesses/trusts to support workplace wellness programmes, including for residents wherever they work. • We will reduce inequalities in health by focussing on people and populations most at risk <ul style="list-style-type: none"> ➤ Interventions will include: ➤ Engaging with our ethnic minority communities to ensure they have equal access to services and environments that help promote healthy weight. ➤ Working with partners to support individuals with physical and learning disabilities to achieve a healthier weight. ➤ Support those who live with mental health condition to achieve healthier weight. ➤ Focus interventions at our most deprived areas. ➤ Tailoring interventions to target men as a group disproportionately affected by overweight and obesity. ➤ Working with educational settings to identify and support children in those settings. ➤ Focusing on people with other long term health conditions e.g. diabetes and cardiovascular disease.
<p>Hampshire Public Health Strategy 2023 - 2026</p>	<p>Hampshire County Council is committed to improving the health of everyone living in Hampshire.</p> <p>To create a healthier Hampshire, we have two ambitions:</p> <ol style="list-style-type: none"> 1. To increase the number of years Hampshire residents can expect to live in good health. 2. To reduce the unfair gap in healthy life years between the most and least healthy. <p>There are 3 key themes:</p> <ol style="list-style-type: none"> 1. Healthy Places, Settings and Communities – areas of focus will include transport and climate change, healthy settings, planning strategy, policy and practice, healthy homes and the County Council’s role as an anchor institution. 2. Healthy People – areas of focus will include health protection, public health emergencies, public health intelligence, and criminal justice and violence prevention. 3. Healthy Lives – areas of focus include: <ul style="list-style-type: none"> • Best Start in Life • Healthy Adults – preventing the causes of ill health and long term conditions, focussing on those in mid life • Healthier older people – enabling older people to remain healthy and independent for longer • Mental Wellbeing • Sexual Health • Domestic Abuse • Substance misuse
<p>Energise Me</p> <p>‘We Can Be Active’ Strategy</p> <p>Hampshire and the Isle of Wight</p>	<p>The We Can Be Active Strategy consists of five broad goals that summarises what local people need to be active:</p> <ol style="list-style-type: none"> 1. Positive early experiences for our children and young people. <ul style="list-style-type: none"> • Work with children and young people to create positive experiences • embed physical activity across all aspects of school life • enhance community provision in areas where fewer young people are active

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

Strategy/Policy	Strategic Outcomes
	<p>2. Opportunities that meet our needs and interests and are accessible and easy to find.</p> <ul style="list-style-type: none"> • diversify opportunities by creating activities with people who find it hard to be active • increase the number of informal neighbourhood activities by providing support to kickstart ideas • increase the range of activities available to people with health conditions and disabilities • make activities easier to find by increasing the number of sessions published to OpenActive data standards <p>3. Places and travel routes where we all feel safe and are encouraged to be active.</p> <ul style="list-style-type: none"> • increase the range of places to be active by unlocking permission to use underutilised spaces • build community and cross sector partnerships to transform local spaces • come together as communities, planners and policy makers to create Healthy Streets <p>4. Support to help us get started or keep moving when we feel that we can't do it alone.</p> <ul style="list-style-type: none"> • learn more about the support needed and work together to make it available on demand • promote campaigns which challenge perceptions around who can be active and how • be We Can Be Active Champions and have supportive physical activity conversations <p>5. Bold leaders working together to create happier and healthier communities.</p> <ul style="list-style-type: none"> • We will be open, human and can do • We will listen and learn, champion active lifestyles and work together <p>Mission: To inspire and support active lifestyles so we can all be active in a way that suits us.</p> <p>Success will be people who once struggled to be active feeling the positive benefits of increased activity.</p>
<p>Your Future, your place – a vision for Aldershot and Farnborough 2030</p>	<p>This document sets out the Council's aspirations for Aldershot and Farnborough over the next 10 years.</p> <p>The priorities fit under the two themes of People and Place</p> <p>People Empowering and connecting communities and enabling people to live healthy and sustainable lives to fulfil their aspirations.</p> <ul style="list-style-type: none"> • Strong communities, proud of our area • Healthy and green lifestyles • Opportunities for everyone – quality education and skilled workforce <p>Place Ensuring our towns are family friendly, safe, vibrant, and sustainable places – now and in the future.</p> <ul style="list-style-type: none"> • Housing for every stage of life • Vibrant and distinctive town centres • A thriving local economy – kind to the environment

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

Strategy/Policy	Strategic Outcomes
<p>Rushmoor Borough Council Plan 2022 - 25</p>	<p>This document is refreshed and updated annually and provides a focus for the Council’s activities and services in the short to medium term to help realise its longer term vision.</p> <p>The Council Plan identifies and number of challenges and opportunities going forward:</p> <ul style="list-style-type: none"> • Responding to the climate emergency. The Council's Climate Change Action Plan sets out a series of local actions to make the Council carbon neutral and Aldershot and Farnborough greener and more sustainable by 2030. • Maintaining financial resilience in an uncertain environment. There has been growing demand for some of the Council’s services and more pressure on income because of the uncertainty caused by the Covid pandemic and changes to government regulations and restrictions. • Engagement and inclusion. Continue to improve on community engagement and deal with the challenge of digital exclusion. • A strong local economy – kind to the environment. Keeping our key businesses and attracting new • Healthy Lifestyles – continue to support the physical and mental health of residents. There will be a need to work with the health sector, community groups and no-for-profit organisations. • Changes in government policy – there is a significant future programme of legislative and government policy change e.g. changes to environment and planning rules, as well as local government finance arrangements, powers and structures through possible devolution and the government’s levelling up agenda. <p>Key priorities relating to sport and physical activity over the next 3 years include:</p> <ul style="list-style-type: none"> • Developing a walking and cycling plan to encourage sustainable travel and support our town centre regeneration plans • Develop a new leisure centre for Farnborough • Working with partners, encourage more residents to be active and have healthier lifestyles • Develop Southwood Country Park
<p>The Rushmoor Local Plan 2014-2032</p>	<p>Adopted in February 2019 the local plan sets out where and how many new homes should be built locally.</p> <p>It also establishes the scale and location of employment uses and identifies the need for new infrastructure, such as schools, parks and local transport.</p> <p>In addition, it contains policies to guide any future proposals to change the pattern, nature and/or number of business aviation movements at Farnborough Airport.</p> <p>The Local Plan seeks to improve the quality of people’s lives by:</p> <ul style="list-style-type: none"> • helping to deliver high-quality homes, to meet local needs now and in the future, including the provision of about 3,850 homes and supporting infrastructure at Wellesley. • supporting the ambitious regeneration programme for both Aldershot and Farnborough Town Centres, which seek to build on existing assets and create distinctive, mixed-use town centres with high-quality housing, retail, leisure and employment offers. • employment land in the borough that supports a wide range of businesses from global sustaining a thriving economy and boost local

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

Strategy/Policy	Strategic Outcomes																		
	<p>business by protecting the most important corporations to local independents including bespoke policies for the UK's only dedicated business aviation airport.</p> <ul style="list-style-type: none"> protecting our unique military and aviation heritage and enhancing the area's character, natural and built environment, wildlife, and heritage assets for future generations to enjoy. <p>Strategic Objectives:</p> <p>The Vision articulates how the Borough might look in 2032 when the Local Plan has been implemented.</p> <p>To provide a link between the Vision and the policies set out in the Local Plan, strategic objectives have been developed which represent the key issues that the Plan is seeking to address (as determined by the Key Challenges and the findings of the evidence base).</p> <table border="1" data-bbox="584 788 1481 1487"> <thead> <tr> <th data-bbox="584 788 708 828">Reference</th> <th data-bbox="715 788 1481 828">Strategic Objective</th> </tr> </thead> <tbody> <tr> <td data-bbox="584 837 708 922">A</td> <td data-bbox="715 837 1481 922">To address housing needs by planning for at least 7,850 new homes of an appropriate housing mix and tenure, including specialist housing needs, between 2014 and 2032.</td> </tr> <tr> <td data-bbox="584 931 708 985">B</td> <td data-bbox="715 931 1481 985">To deliver a sustainable urban extension at Wellesley, Aldershot, of about 3,850 new homes by 2032.</td> </tr> <tr> <td data-bbox="584 994 708 1102">C</td> <td data-bbox="715 994 1481 1102">To protect the land required to fulfil the Borough's role in enabling strong economic performance across the Functional Economic Area and wider Enterprise M3 LEP area through the safeguarding of Strategic and Locally Important Employment Sites.</td> </tr> <tr> <td data-bbox="584 1111 708 1196">D</td> <td data-bbox="715 1111 1481 1196">To enhance the vitality and viability of Aldershot and Farnborough town centres as retail and leisure destinations to meet the needs of residents, and to support the vibrancy of North Camp District Centre.</td> </tr> <tr> <td data-bbox="584 1205 708 1258">E</td> <td data-bbox="715 1205 1481 1258">To support the continuation of business aviation flying and the biennial Airshow at Farnborough Airport.</td> </tr> <tr> <td data-bbox="584 1267 708 1352">F</td> <td data-bbox="715 1267 1481 1352">To ensure the appropriate protection of existing, and the provision of new, infrastructure, including green infrastructure and community facilities.</td> </tr> <tr> <td data-bbox="584 1361 708 1415">G</td> <td data-bbox="715 1361 1481 1415">To ensure high-quality, well-designed development is delivered in the Borough.</td> </tr> <tr> <td data-bbox="584 1424 708 1487">H</td> <td data-bbox="715 1424 1481 1487">To improve quality of life for residents, addressing Borough-wide and neighbourhood deprivation issues, including targeted improvement work in pockets of deprivation.</td> </tr> </tbody> </table>	Reference	Strategic Objective	A	To address housing needs by planning for at least 7,850 new homes of an appropriate housing mix and tenure, including specialist housing needs, between 2014 and 2032.	B	To deliver a sustainable urban extension at Wellesley, Aldershot, of about 3,850 new homes by 2032.	C	To protect the land required to fulfil the Borough's role in enabling strong economic performance across the Functional Economic Area and wider Enterprise M3 LEP area through the safeguarding of Strategic and Locally Important Employment Sites.	D	To enhance the vitality and viability of Aldershot and Farnborough town centres as retail and leisure destinations to meet the needs of residents, and to support the vibrancy of North Camp District Centre.	E	To support the continuation of business aviation flying and the biennial Airshow at Farnborough Airport.	F	To ensure the appropriate protection of existing, and the provision of new, infrastructure, including green infrastructure and community facilities.	G	To ensure high-quality, well-designed development is delivered in the Borough.	H	To improve quality of life for residents, addressing Borough-wide and neighbourhood deprivation issues, including targeted improvement work in pockets of deprivation.
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<p>Farnborough Civic Quarter Masterplan Supplementary Planning document (June 2015)</p>	<p>Rushmoor Local Plan Rushmoor Borough Council</p> <p>Health and Well-being are underlying themes of the Rushmoor Local Plan. Through the interaction of a number of policies, it aims to make a positive contribution to physical and mental health. For example, its vision of Rushmoor in 2032, once its policies have been implemented, is one of a vibrant Borough which has a thriving and prosperous economy, where housing needs have been met, and which is safe, green and healthy.</p> <p>The role of the Plan is 'to promote healthy living and to facilitate good physical and mental health', 'to reduce health inequalities' and 'to support locally accessible, high-quality health care'.</p> <p>This document makes reference to the opportunity for the re-provision of the leisure centre on its current site as part of the overall Masterplan and that the site could provide a foundation for the enhancement and clustering of other leisure activities.</p>																		

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

Strategy/Policy	Strategic Outcomes
<p>Enterprise M3 Strategic Economic Plan 2018 - 2030</p>	<p>Since the adoption of the Core Strategy, the Enterprise M3 Local Enterprise Partnership (LEP) has made significant progress in setting out the economic direction for the Enterprise M3 area. In 2014, it produced a Strategic Economic Plan (SEP) which sets out future economic growth targets and aspirations for specific places within the LEP area. Those relevant to Rushmoor are as follows:</p> <ol style="list-style-type: none"> 1. The Rushmoor Sustainable Community Strategy 2. The Enterprise M3 LEP Strategic Economic Plan <p>Aldershot: identified as a 'Step-Up Town', which is an area of latent economic potential and which currently experiences barriers to growth that impact upon the performance of the Enterprise M3 area.</p> <p>Farnborough: identified as a 'Growth Town', along with Basingstoke, Guildford and Woking. Together, the 'Growth Towns' are expected to deliver about one-third of the jobs and GVA in the Enterprise M3 area. Ensuring their continued success is therefore fundamental to the economic growth of the LEP area as a whole.</p>
<p>Rushmoor Climate Change Strategy 2020 - 2030</p>	<p>The Climate Change Vision for Rushmoor is:</p> <p>“Rushmoor Borough Council will seek to have a positive impact on future generations by working with businesses, communities and organisations to protect and enhance Rushmoor’s environment. Through direct action and by encouraging and supporting others, Rushmoor will address the challenges and opportunities presented by climate change”</p> <p>The 10 year vision is underpinned by the following principles:</p> <ul style="list-style-type: none"> • Protect and enhance the environment and conserve and encourage biodiversity • The built environment and infrastructure reflect sustainability whilst enabling prosperity • Natural resources will be used sustainably and waste will be minimised • Raise awareness of the challenges and, through engagement, build resilience and involvement within the local community <p>Action Plan following the themes of:</p> <ul style="list-style-type: none"> • Awareness raising and engaging the local community • Reducing Climate Change Impacts • Building Resilience <p>The focus is on:</p> <ul style="list-style-type: none"> • reducing, eliminating, or offsetting carbon emissions • Support and involvement of other stakeholders • Enabling longer term resilience to climate change.
<p>Rushmoor Supporting communities Strategy and Action Plan 2021 - 2023</p>	<p>The Strategy has been developed in order to meet the longer term objective:</p> <p>To tackle the effects of poverty and deprivation, and to have a positive impact on people’s daily lives.</p> <p>The Strategy has 4 priority themes:</p>

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

Strategy/Policy	Strategic Outcomes
	<ul style="list-style-type: none"> • Economic Hardship – to support people back into employment, raising skills and confidence. • Young People – to raise aspirations and improve the participation of young people in education and employment through training • Physical and mental health – to support physical and mental health and wellbeing provision. To support the objective of Public Health England to increase life expectancy at birth by 2 years and reduce the gap in healthy life expectancy between the least and most deprived communities by 3 years. • Connecting communities – to increase levels of community engagement and specifically engage Black and Minority Ethnic (BAME) communities, reduce social isolation and loneliness and support digital enablement. <p>Examples of actions relating to physical and mental health include: Walking groups (Aldershot Park), Gardening Club (Aldershot Park), RVS Green Social Prescribing, BAME Leadership Programme, Parkrun and Junior Parkrun.</p>
<p>Rushmoor Green Infrastructure Strategy 2022</p>	<p>Vision:</p> <p>By 2032 the Council and its partners will have worked with the local community to achieve a high quality, connected and multi-functional green and blue infrastructure network that extends across the Borough, which is sustainable and provides benefits for people, place and nature.</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Provide green infrastructure facilities to encourage, promote and enable healthy lifestyles • Improve the connectivity of green infrastructure for people and provide active access to the outdoors • Enable the increased use of green infrastructure across all user groups, social groups and abilities • Deliver green infrastructure which protects and enhances the quality and character of the local environment • Enhance existing green infrastructure to function better for wildlife, supporting healthy and more diverse ecosystems • Protect and enhance biodiversity by creating new habitats and linkages, improving connectivity and reducing habitat fragmentation • Deliver green infrastructure which helps mitigate, and can adapt to, the existing and future effects of climate change • Work with partners to build and secure funding, effective governance and stewardship for new and green infrastructure to ensure its long term sustainability. Where possible, incorporate opportunities to educate and inspire people to care for the natural environment.
<p>Farnborough Town Centre Strategy 2022</p>	<p>This Strategy has been developed taking into account the consultation undertaken in relation to the Farnborough Town Centre Supplementary Planning Document and Farnborough Civic Quarter Masterplan outline planning application.</p>
<p>Rushmoor Open Space, Sport And Recreation Study: An Audit And Assessment Of</p>	<p>The report recommends retention of existing levels of swimming pools, but that existing the Authority facilities are modernised.</p> <p>Existing levels of sports hall provision should be maintained as a minimum, and new facilities opened on education sites where possible.</p>

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

Strategy/Policy	Strategic Outcomes
Need For Open Space And Indoor Sport Facilities 2014	Maintain existing levels of fitness provision as a minimum and enhance that in the the Authority facilities.
Farnborough Leisure Centre Headline Needs Analysis Aug 2021	This needs assessment, which included desktop policy research, consultation with key stakeholders, and an analysis of existing facility provision, identified the preferred facility mix for a replacement Farnborough Leisure Centre:
The North East Hampshire & Farnham CCG presentation that underpins the Hampshire Joint Strategic Needs Assessment (JSNA):	<p>These slides outline a range of demographic data, life expectancy, lifestyle risks and long-term conditions/multi-morbidities affecting the population served by the CCG (including Farnborough & Aldershot).</p> <p>In particular, it highlights the trends towards an ageing population and a greater prevalence of long-term conditions, reflected in the contract specification's outcome measures:</p> <ul style="list-style-type: none"> • Diabetes • Cardiovascular Disease • Chronic Obstructive Pulmonary Disease (COPD) • Mental health (including dementia) • Musculoskeletal (including arthritis/falls/fractured hips) <p>Link to the slides: https://documents.hants.gov.uk/NorthEastHampshireandFarnhamCCG-JSNA2017ver1HF000014938074.pdf produced by the Authority in October 2018</p>

Table 2: Summary of Factors relevant to future sport and leisure facility provision

Population Profile¹	<ul style="list-style-type: none"> • The 2021 Census shows that there are 99,800 residents in the Borough of Rushmoor. This is made up of 49,054 females and 49,894 males. • The population of Rushmoor has increased by 6.4% since the 2011 Census. This increase is lower than the increase for the South East (7.5%). Rushmoor is the 11th most densely populated of the South East's 64 local authority areas. • Approximately 16% (15,875) of residents in Rushmoor are aged 65 years and over. There has been an increase of 32.8% in people aged 65 years and over between 2011 and 2021. • Rushmoor has a younger than average population, 65.6% of the population is under 50, compared to 57% in Hampshire and 62.3% in England. • ONS 2018 Sub National Population Projections estimate that Rushmoor's population will steadily reduce from 2027 down to 92,176 in 2032. However, the proportion of people aged 65 plus will continue to increase.
Ethnicity²	<ul style="list-style-type: none"> • Approximately 77.4% White British • Approximately 14.7% Asian, Asian British or Asian Welsh and includes a sizeable Nepali community. • Approximately 2.5% black, Black British, Black Welsh, Caribbean or African • 15% of residents say that English is not their first language. 3.7%

¹ Source: 2021 Census

² Source: Census 2021

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

	<ul style="list-style-type: none"> cannot speak English. Rushmoor is the most ethnically diverse borough in Hampshire. 								
Housing	<ul style="list-style-type: none"> 7,850 new homes projected by 2032, the end of the Local Plan period. Key development areas are: Rushmoor and a new Sustainable Urban Extension of 3,850 homes in Wellesley, Aldershot. 								
Deprivation³	<ul style="list-style-type: none"> Rushmoor is one of the most deprived districts in Hampshire. Rushmoor is ranked 20 out of all local authority districts in the south east (there are a total of 51) and number 181 out of all 317 authorities in England. Rushmoor has three small areas (LSOAs) in the 20% most deprived in England for multiple deprivation: <ul style="list-style-type: none"> Part of Cherrywood ward (LSOA 119 ranked 3,693) Part of Aldershot Park ward (LSOA 108 ranked 4,053) Part of Wellington ward (LSOA 142 ranked 5,123) Income - Rushmoor has five LSOAs (8.6%) in the 20% most deprived in England, two of which are in the 10% deprived (3.4%). Income affecting older people index (IDAOP1) - Rushmoor has 18 LSOAs (30.1%) in the 20% most deprived in England, 12 of which are in the 10% deprived (20.7%) Health - Rushmoor has four LSOAs (6.98%) in the 20% most deprived in England, two of which are in the 10% deprived (3.4%) Rushmoor is a very diverse Borough with some areas in the least deprived category and some in the most deprived. 								
Car Ownership	<ul style="list-style-type: none"> The urban nature of the Borough means that residents are better able to access a range of facilities by walking and public transport than most Hampshire Districts and Hampshire as a whole, with the exception of access to hospitals. Car ownership levels (the Authority SPD 2017) are 1.4 per household. This is lower than neighbouring authorities. The level of car ownership is relatively consistent across the borough with the exception of Wellington Ward, Aldershot Park and Cherrywood, all areas with high levels of multiple deprivation. 								
Health⁴	<ul style="list-style-type: none"> There are high levels of mental health, falls in older people and injuries resulting from self-harm amongst the Borough population. In 2020/21, 64.7% of adults are categorised as overweight this is higher than both the regional (63.2%) and national (63.5%) averages In 2021/22, 24.2% of children aged 4-5 are classed as overweight, higher than the regional (22.2%) and higher than national (22.3%) averages In 2021/2, 40% of children aged 10-11 are categorised as overweight this is higher than both the regional (33.7%) and national (37.8%) averages Total Health costs due to physical activity are £1,334,261 per annum. In 2020/21, 12.5% of children in Rushmoor live in low income households. This is higher than the region (12.3%) but lower than the England average (18.5%). 								
Physically Active / Inactive	<p>Adults (aged 16+)⁵</p> <table border="1"> <thead> <tr> <th></th> <th>Active 150 mins + per week</th> <th>Fairly Active 20 – 149 mins</th> <th>Inactive < 30 mins per week</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Active 150 mins + per week	Fairly Active 20 – 149 mins	Inactive < 30 mins per week				
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³ Source: Rushmoor Borough Council The Index of Multiple Deprivation 2019 data sheet

⁴ Source: Hampshire JSNA Healthy Lives Data

⁵ Source: Sport England Active Lives Data Nov 2021 – Nov 2022

Rushmoor	65.7%	13.2%	21.1%
Hampshire	66.3%	11.3%	22.4%
England	63.1%	11.1%	25.8%

- Rushmoor has a lower proportion of inactive adults compared to the region and England averages.
- Rushmoor has a higher proportion of fairly active adults compared to the region and England averages.

Children⁶

N.B. Insufficient Data available for Rushmoor for Academic Year 2021/22.

	Active – 60+ mins a day	Fairly Active - 30 – 39 mins a day	Less Active – less than 30 mins a day
Rushmoor	48.6%	25.1%	26.0%
Hampshire	47.0%	23.4%	29.5%
England	44.6%	23.0%	32.4%

- Rushmoor has a lower proportion of less active children compared to the region and England averages.
- Rushmoor has a higher proportion of children who are active compared to the region and England averages

- **Females:⁷**

- Less than 1 in 4 females are inactive in Rushmoor (23.8%). This is better than England (26.7%) and Energise Me (26.2%). Rushmoor are ranked 1st among their nearest neighbours in terms of the size of the proportion of inactive females
- However, trend data suggests that there is a growing proportion of inactive females in Rushmoor
- The gap between the proportion of inactive females and males within Rushmoor is 5 percentage points in favour of females. This is converse to national, Energise Me and all nearest neighbours where females experience the inequality

- **Limiting Disability:**

- Over 2 in 5 people with a limiting disability are inactive (43.1%) which is slightly better than England (43.3%) but worse than Energise Me (41.9%). Rushmoor are ranked 2nd among 6 nearest neighbours in terms of the size of the proportion of people with limiting disability that are inactive
- While the proportion of people with a limiting disability that are inactive is high the smaller size of this group in the local population means that around 5,000 are inactive
- There is a large inequality between the proportions of inactive people with a limiting disability (43.1%) and those without (22.8%). The trend data suggests that this gap is getting wider (worse)

- **Males:**

- Almost 3 in 10 males are inactive (29%). This is considerably worse

⁶ Source: Sport England Active Lives Data Academic Yr 2020 - 2021

⁷ Source: Public Health England – Health profile Rushmoor/Energise Me

Rushmoor Borough Council Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

than England (24.2%), the Energise Me average (24.3%) and worse than all nearest neighbours

- **People in Middle Social Grades (NS Sec 3-5):**
 - Over 3 in 10 of this group (30.1%) are inactive. This is considerably worse than England (24.6%) and worse than Energise Me (27.2%) and 4 out of 5 nearest neighbours
- **Young adults aged 16-34:**
 - Only 56.2% of this group are active in Rushmoor compared to 70.9% nationally and 71.4% across Energise Me. Rushmoor is the lowest (worst) among its nearest neighbours. Need to be cautious about this result as the May-May data suggests a dramatic improvement to 68.6% (just behind national figure of 69.8%). Will need to review when second full year of data is available

2.2.4 The key priorities for Rushmoor Borough Council in developing the approach for this operational specification are:

- To increase physical activity and participation through the activities in our Leisure Facilities;
- To ensure it will promote and address improved physical and mental health and well-being in the borough;
- To ensure that mental and physical health is addressed through a wide programme of activities, both within the Leisure Facilities, and on an outreach basis;
- To ensure that opportunities for active travel are promoted;
- To reduce energy consumption in the operational delivery of the contract to support the Authority's ambition to become carbon neutral by 2030; and
- That in operating the Leisure Facilities there is a balance between income generation and social outcomes.

2.2.5 The Authority wishes to ensure that as a result of this future long term operational contract its active residents stay active, and/or become more active and that those who are inactive are encouraged and supported to become active.

2.2.6 Ensuring that children and young people start to become physically active from an early age, adults integrate physical activity into their everyday lives, and older people stay active are key principles for this new operational management contract. the Authority wishes this operational management contract to focus on:

- Improving the health and wellbeing of the whole community;
- Contributing to reduced obesity levels, particularly for priority groups;
- Contributing to improved mental health levels in the community, particularly for priority groups; and
- Increasing levels of participation in physical activity and sport through behaviour change.

METHOD STATEMENT 1: HEALTH, WELLBEING AND SOCIAL VALUE – Delivery against County and Authority health priorities

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 2.2.7 The Authority has identified the following key Strategic Priorities for the Services to be delivered by the Operator Partner which are designed to contribute to the Authority's wider local Strategic Outcomes.
1. Deliver high quality Services that meet the Performance Standards and exceed customer expectations.
 2. Deliver financially and environmentally sustainable Facilities.
 3. Ensure Facilities are maintained to a high standard throughout the life of the contract.
 4. Increase inclusive opportunities to participate in sport and physical activity, from beginner to performance level for all sections of the community.
 5. Increase activity levels from underrepresented/priority groups identified as having no or low levels of physical activity including people with disabilities and their priority groups.
 6. Improved access to Facilities, activities and opportunities for priority groups that participate less in sport and physical activity, including people with disabilities.
 7. Provide wider social value through strong and positive engagement with partners/community
 8. Support the development of local sports clubs to deliver.
 9. Ensure programmes and activities provided maximise use of all the Facilities.
 10. Ensure Facilities remain commercially attractive; this recognises the fact that a quality environment attracts participation.
- 2.2.8 Without prejudice to the additional commitments in the Operator Partner's Method Statements, the Operator Partner shall provide as part of their Social Value commitments as a minimum:
- 2.2.9 Apprenticeship programmes to be linked to local colleges and cover a diverse range of skills and levels aimed at new entrants targeting local residents. A minimum of one apprentice at all times from the Commencement Date until the end of the agreement.
- 2.2.10 Support for community events as set out in this Specification paragraphs 2.12.5, 3.6, 3.19, 3.20, 4.3.2 and 4.5.4.
- 2.2.11 It is recognised that over the life of the contract the Strategic Priorities may require updating or replacing and it is envisaged that the Operator Partner will play a key role in the process, working in partnership with the Authority.

METHOD STATEMENT 1: HEALTH, WELLBEING AND SOCIAL VALUE – Social objectives and outcomes

2.3 Facility Management

2.3.1 Table 2.3 below shows the Facilities that are included in the contract and which are to be managed by the Operator Partner in accordance with this Services Specification.

2.3.2 This Agreement will be phased, with the Operator Partner providing the Interim Services from 1 September 2024 and the Main Services to be provided from opening of the Farnborough LHC. This is expected to be during Spring 2027.

Map 1: Masterplan for Farnborough Civic Quarter



2.3.3 Farnborough LCH will provide a state-of-the-art leisure centre, Civic Centre offices, library and cultural space as an important and integral part of the Authority’s Civic Quarter regeneration scheme, and will incorporate a destination play area, town park and skate park. This will sit alongside a mobility hub supporting the sustainable transport plans for the town centre.

2.3.4 Through co-location, Farnborough LCH will deliver a range of leisure and cultural services to the community. While the Operator Partner will have overall responsibility for the management of the building, it is envisaged that there will be Key User Agreements with Hampshire County Council for the provision of a Library Service, and Hampshire Cultural Trust for the provision of Cultural Services within designated areas of the building to ensure priority of access and use at agreed times to meet their needs. The Key Users will be charged an appropriate fee for the space they occupy. However, it is the intention that the spaces within the building will be flexible and multi-purpose. For example, the sports hall includes an area for tiered seating as well as acoustic separation to create performance space.

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

- 2.3.5 Aldershot Lido opened in 1930 and is a large (approximately 3,500 sq. m), irregular shaped unheated open air pool, located just over a mile from the centre of town. The Aldershot Lido was the venue for the Pentathlon Swimming event for the 1948 London Olympics Games. Although the Facility is not listed, it is considered a Hampshire treasure and is very fondly thought of by its users. It is situated in a park of about 9 acres in size, has a 2 court 3G floodlit pitch and a car park providing 170 spaces. There is additional overflow parking (approximately 130 spaces) in the adjacent Aldershot Park. There is also on street parking locally. To the rear of the Lido, and in a separate building is the Rushmoor Gymnastics Academy.
- 2.3.6 The entrance to the Lido is located in the car park. Access to the Facility is controlled and restricted to the users of the Lido. The Facility is co-located with Aldershot Indoor Pools and both Facilities are currently managed under contract by Places Leisure. Usage of the Lido is heavily weather dependant and its opening times are from the late May Bank Holiday weekend, weekends in June and daily from the start of July to the end of the first week in September.
- 2.3.7 In 2017 the cross-party Lido Working Group established the following Vision for the Lido as “an integrated leisure facility for all ages, including a lido, splash pad, adventure golf, indoor pools, fitness suite, café, shop, changing rooms, slides and flumes”. This Vision has cross-party support.
- 2.3.8 The Council is currently formulating capital investment plans for Aldershot Pools and Lido to be undertaken during the period of this contract. As such, the Authority will be inviting bidders to include any proposals for capital improvements to the site, together with details as to how these will be financed, and how this investment will improve the long term sustainability of the Facility. the Authority is particularly interested in measures which will contribute towards the Council’s carbon reduction commitments.

Table 3: Rushmoor Borough Leisure Facilities

Facilities	Description
Farnborough Leisure and cultural hub	<ul style="list-style-type: none"> • 1 x 25m x 8 lane main pool; • Spectator provision – limited permanent poolside seating, with the ability to bring in seating for competitive events if needed; • Village change conforming to safeguarding guidance; fully inclusive; Changing Places room; village style changing, plus group changing rooms; • 1 x 20m x 4 lane intermediate pool with a moveable floor; • Fitness Suite – 150 – 170 stations; • 1 x 6 court main sports hall (spectator seating to be included to provide a performance area); • 2 x multi-purpose sprung floor studio; • 1 permanent sinning studio • 2 x squash courts with moving wall so can be converted into multi-purpose activity space; • 1 x Café with 60+ covers; • Clip and Climb adjacent to café/soft play; • Beauty/physio rooms etc if on rental income basis; • Retail space of 50 sq. m;

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

Facilities	Description
	<ul style="list-style-type: none"> • Vending machine space; • 1 x sauna and steam suite; • Library space and multi-purpose rooms; • Civic Centre Offices • Outdoor Skate Park • Outdoor Play Area
Aldershot Pools And Lido	<ul style="list-style-type: none"> • 1 x 25m x 6 lane main pool; • 1 x 12.5 x 10m teaching and play pool; • 1 x 30 station Fitness Suite with stretching area and free weight rack; • Traditional separate male and female changing areas; • Vending machines in reception area (no café); and • Outdoor Lido (significant scale, horse-shoe-shape).

2.3.9 Table 4 summarises the minimum opening times for the above Facilities. The Council is supportive of longer opening hours being introduced, particularly around Bank Holidays and weekends, to increase access for the local community. Local planning policy should be used to affect this outcome as appropriate.

Table 4: Opening Times (minimum) – the Authority Leisure Facilities

	Farnborough Leisure and cultural hub	Aldershot Pools And Lido
Centre Opening Times	<u>Minimum opening hours</u> Mon – Fri 6am-11pm Sat/Sun 8am-8pm Bank Holidays - opening times to be proposed by the Operator Partner No peak and off-peak periods.	<u>Minimum opening hours</u> Weekdays 07.00am- 10.00pm Sat/Sun 08.00am - 06.00pm Lido – Open May (second Bank Holiday)– end September annually 9am – 7.30pm Bank Holidays - opening times to be proposed by the Operator Partner
	<u>Minimum Opening hours for Skate Park:</u> Mon – Fri 6am – dusk Sat/Sun – 8am – dusk Bank Holidays – opening times to be proposed by the Operator Partner No peak and off-peak periods.	Off-peak opening times and prices – after 3pm

2.4 Health and Wellbeing Development

2.4.1 The Operator Partner shall deliver a Health and Wellbeing Development Programme (Sports Development, Health Development and Physical Activity Outreach) which supports the Authority’s Strategic Priorities for the Service and contributes towards wider local Strategic Outcomes, and specifically Health and Well-being.

2.4.2 The required outputs of the Health and Wellbeing Development Programme are shown in Table 2; details of the Authority’s wider Health and Wellbeing objectives are included in Table 1 and the online Data Room.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

2.4.3 Dominant local Sport England market segments are:

- **Tim’s** - ‘Settling down males’ Sporty male professionals, buying a house and settling down with partner (11.7% of Rushmoor popn)
- **Philips** - ‘Comfortable middle-class males; Mid-life professional and sporty males with more time for themselves (11.2% of Rushmoor popn)
- **Jackie’s** - ‘Middle England mums, juggling work, family and finance (8.1% of Rushmoor popn)
- **Roger and Joy** – ‘Early retirement couples; free time couples nearing the end of their careers (6.7% of Rushmoor popn)
- **Alison** - ‘Stay at Home Mums with a comfortable but busy lifestyle’ (6.5% of Rushmoor popn)

2.4.4 Current activity levels:

Table 2.5: Current Adult Activity Levels- Rushmoor Borough⁸

	Inactive (less than 30 mins per week)	Fairly Active (30 – 149 mins per week)	Active (at least 150 mins per week)
Nov 21/22	21.1%	13.2%	65.7%

Table 2.6: Health and Well-being Development Programme (Sports Development, Health Development and Physical Activity Outreach)

Required Outputs (examples)

- An increase in the number of residents from priority groups participating regularly in sport and physical activity e.g. overweight children and adults, BAME, people with disabilities, life-limiting illnesses, CV conditions, young people and older adults etc.
- A range of high-quality programmes aimed at residents who are inactive or not engaging regularly in sport and physical activity
- A decrease in physically inactive residents
- An increase in the number of volunteers and volunteering opportunities
- Support for local clubs in terms of access to Facilities, assistance with member, volunteer and coach recruitment etc.
- Support for local schools to use the Facilities
- Increased opportunities for access to sport and physical activity opportunities within priority localities (see paragraph 3.3.4)
- Increased opportunities for access to sport and physical activity opportunities in community settings outside of the core Leisure Facilities e.g. Care Homes, Day Centres
- A year round (term time only) programme of after school sport and physical activity / healthy eating /weight management educational programmes for prioritised primary schools

⁸ Source: Sport England Active Lives Survey Nov 21 – Nov 22

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 2.4.5 The Health and Wellbeing Development Programme shall be delivered in partnership with the Active Partnership (EnergiseMe), Clinical Commissioning Groups (CCGs), National Governing Bodies for Sport, local charities, clubs and other services such as Public Health, Education, Children and Youth Services and Adult Social Care, Hampshire County Council. The priority is to increase participation and levels of physical activity.
- 2.4.6 Specific provision shall be made for looked after children, care leavers and young carers (registered in the Authority).

METHOD STATEMENT 1: HEALTH, WELLBEING AND SOCIAL VALUE – Delivery against County and Authority health priorities

2.5 Partnership Philosophy and Governance

- 2.5.1 the Authority is seeking to establish a Partnership Philosophy with an Operator Partner based on the following principles:
- Development and delivery of high quality and appropriate services
 - Mutual respect
 - A shared vision and operational philosophy
 - A shared commitment to improving community Health and Well-being, and increasing participation in sport and physical activity and championing inclusivity in Rushmoor particularly amongst identified under-represented groups including people with disabilities
 - Development and implementation of a partnership with education to support and where appropriate, deliver, the 2019 Government's Physical Activity Strategy
 - Proactive collaboration and cooperation
 - Partnership working with key public, private and third sector organisations involved in enabling and delivering opportunities for sport and physical activity participation
 - High quality and consistent service delivery
 - Effective and regular communication and reporting
 - A proactive approach to identifying new opportunities to develop or enhance the services.
- 2.5.2 The Operator Partner shall commit to the Partnership Philosophy and recognise the importance of working collaboratively with the Authority in delivering the Services.
- 2.5.3 The Partnership Philosophy shall be upheld and governed through the establishment of a Strategic Partnership Board made up of key representatives from the Operator Partner and the Authority.
- 2.5.4 The Strategic Partnership Board shall be established within one month of the Commencement Date and shall consist of the following representatives:
- Elected Member Portfolio Holder (the Authority)
 - Head of Service (the Authority)

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- Strategic Partners – Public Health, Adult Social Care and Children’s Services, the Authority, SCC, CCG, Hampshire Police, education representative (from local schools)
- Authority’s Representative (the Authority)
- Managing Director (Operator) Partner
- Operations/Regional Director (Operator Partner)
- Contract Manager (Operator Partner).

2.5.5 The Strategic Partnership Board shall be chaired by the Authority, and meet on an annual basis; matters to be discussed shall include but not be limited to the following:

- Delivery of Annual Service Plan
- Progress against Strategic Priorities and contribution towards wider local Strategic Outcomes
- Financial performance
- Service improvement opportunities
- Variations to contract and commissioning opportunities
- Other matters of a strategic nature considered appropriate for discussion by the Board.

2.5.6 Either the Operator Partner or Local Authority, subject to the agreement of the other party, may invite appropriate third parties to attend the Strategic Partnership Board meetings to help the Board’s understanding of a particular issue or decision.

2.6 Management Fee

2.6.1 The Operator Partner will be required to manage the Services as outlined in this Services Specification and in accordance with the contract and pay an annual management fee to the Authority. The Council expects that in addition, any surplus achieved on the contract will be shared between the Council and the Operator Partner. Tenderer must submit the former as a profiled annual management fee payment to the Authority over the contract term. The management fee payment will be payable monthly in arrears and shall be exclusive of VAT. The Consumer Price Index (CPI) inflation rate will be applied to the management fee on an annual basis.

2.6.2 Tenderers should note that the total payment to the Authority during the period of the contract (first 10 years) will be subject to Net Present Value (NPV).

2.6.3 The surplus share will reflect the contract agreement over achievement of surpluses as set out in Schedule 18 of the Agreement.

2.6.4 Where the Operating Surplus Statement shows an Excess Surplus, the Excess Surplus in respect of that Contract Year shall be divided between the parties according to the following table.

Table 5: XXXXX ⁹

Excess Surplus	Authority % ¹⁰	Operator Partner %
Up to £100,000	50%	50%
£100,001 to £150,000	60%	40%
Above £150,000	30%	70%

2.6.5 The Facilities will operate under a lease agreement with a peppercorn rent.

2.7 Asset Management

2.7.1 The contract provides for a shared approach to maintenance, repair and lifecycle replacement of assets between the Authority and Operator Partner. The Authority will be responsible for building structure and foundations, and the Operator Partner shall be responsible for repair, maintenance, and lifecycle replacement of all assets except where specified. Full details of the split in responsibilities is provided in Section 4: Asset Management, of this document.

2.7.2 The Operator Partner shall install an asset management ICT system to be in place for the period of the contract. This should include a Planned Preventative Maintenance (PPM) schedule, which has a record of all new and existing structures, plant, materials, components, and fittings over the Contract Period. See para 4.2.21, and 4.2.38-4.2.45.

2.7.3 As a minimum, the Authority shall be provided with any information contained on the Operator Partner's asset management ICT system as and when requested, and for this to be in an electronic format. Ideally, the Operator partner shall provide the Authority with remote, read only access (3 licences) to the asset management ICT system during the Contract Period. This must be in electronic format using recognised software that is compatible with the Authority ICT systems.

2.7.4 The Operator Partner shall be responsible for collecting all relevant user data; this will be discussed and agreed with the Authority to ensure all KPIs can be effectively monitored.

METHOD STATEMENT 5: MECHANICAL AND ELECTRICAL PLANT AND EQUIPMENT PLUS FIXTURES, FITTINGS, DÉCOR AND CLEANING – development, implementation, monitoring and reporting of planned, preventative and responsive maintenance

2.8 Utility Costs and National Non-Domestic Rates

2.8.1 The Operator Partner is responsible for all utility costs and consumption and National Non-Domestic Rates (NNDR) as applicable at the Facilities. NNDR will depend on the status of the appointed operator eg charitable status

2.8.2 Any changes in tariff or consumption will not have any influence on the management fee payment/receipt to/from the Authority. The Operator Partner is required to keep a monthly record of all utility consumption for each Facility and to benchmark its utility consumption at all Facilities in this contract. Appendix 2 summarises annual records of utility consumption at the Facilities in the current contract.

⁹ Source: Schedule 18 Agreement

¹⁰ Table to be populated based on bidder's submission

**METHOD STATEMENT 6: ENVIRONMENTAL, WASTE AND PEST CONTROL MANAGEMENT
– Management of Utilities**

2.9 Environmental and Energy Management

- 2.9.1 The Authority is committed to responsible environmental and energy management and the efficient use of energy throughout its operations. It also recognises that good environmental and energy management helps to protect the environment by conserving natural resources and reducing harmful emissions. The Operator Partner shall take account of, and comply with, the Authority's aims and objectives for minimising its environmental impact.
- 2.9.2 The Operator Partner shall provide information for the Authority's Environmental Management Systems to enable it to monitor the Authority's carbon footprint.

**METHOD STATEMENT 6: ENVIRONMENTAL, WASTE AND PEST CONTROL MANAGEMENT
– Management of Utilities**

2.10 Managing Performance against Strategic Priorities

- 2.10.1 The Operator Partner is required to deliver the Services to meet the Authority's Strategic Priorities and to contribute towards wider local Strategic Outcomes, as set out in the Council Plan (summarised in Table 2.1)
- 2.10.2 The performance indicators shown in Tables 2.6 and 2.7 are designed to help measure the Operator Partner's performance against the Authority's Strategic Priorities. The Operator Partner must ensure it collects information to enable it to measure the performance indicators in Tables 2.6 and 2.7 using up to date ICT and innovative data collection methods.
- 2.10.3 During the term of the contract, the Authority, through discussion with the Operator Partner, may consider the use of alternative performance indicators that measure performance in a more effective or efficient way, taking advantage of any advances in technology or innovation in data collection methods.
- 2.10.4 In the event that the performance information was not collected in this way under the previous management arrangements, the first year of the contract will be used as a baselining exercise for Aldershot Pools and Lido. The first year following the opening of Farnborough LCH shall be used as a baselining exercise for performance information pertaining to Farnborough LCH. All subsequent years will involve setting targets through a collaborative annual service planning process in partnership with the Authority.
- 2.10.5 The Operator Partner shall be required to work in partnership with the Authority to review the performance indicators on at least an annual basis and respond to any reasonable requests from the Authority for these to be amended to better reflect any changes to the Authority's Strategic Priorities for the Service. The Operator Partner shall be responsible for all operational costs irrespective of concessions offered.

Table 6: Minimum Facility Specific Key Performance Indicators to be implemented at Aldershot Pools and Lido and Farnborough LCH

Farnborough Leisure and cultural hub/Aldershot pools and lido

KPI 1 Participation targets:

Agreed on an annual basis:

- Number of annual visits to Farnborough LCH and Aldershot Pools and Lido individually and overall, by Facility element

Farnborough Leisure and cultural hub/Aldershot pools and lido

- Number of annual participants who are regularly engaged in physical activity in all Facility areas
- Number of priority group users (young people, people with a disability, ethnic minority groups, those **from deprived wards**)
- **Number of new users per annum**

KPI 2 Annual Quest accreditation

Reports to be produced received six-weekly and available for inspection on request:

- Corrective Action Log,
- H & S occurrences,
- Customer feedback,
- Attendance figures,
- Monthly membership figures including casual pay/play concessions membership breakdown,
- Marketing plan update,
- Staffing update and training undertaken,
- All servicing/maintenance checks,
- P & L summary,
- Legionella servicing log.

KPI 3 Annual sports development plan and marketing plan.
(Protected clubs are set out in Appendix 3)

KPI 4 Energy consumption stats supplied twice yearly, based on monthly records (See para 2.8.2 and Appendix 2).

KPI 5 GP Referral Scheme-

- Number of referrals/social prescriptions from GPs and other healthcare professionals for health interventions for the following long-term conditions, monthly and annually:
 - Diabetes
 - Cardiovascular Disease
 - Chronic Obstructive Pulmonary Disease (COPD)
 - Mental health (including dementia)
 - Musculoskeletal (including arthritis/falls/fractured hips)
- Number of referrals for other mental/physical conditions per month and annually
- Source of referral
- Reason for referral i.e. illness/condition
- Activities participated in on referral
- Number of referrals who complete their referral programme
- Number of referrals who go on to become Facility members
- Number of those attending the Cardio-Rehab group

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

Farnborough Leisure and cultural hub/Aldershot pools and lido

- The annual GP Referral Report/Update will form part of the annual Health and Wellbeing Report.
- KPI 6 Breakdown of all attendances per holiday playscheme by age, gender, postcode, deprived ward and activity
- KPI 7 Encourage balanced programme of use- pay and play community use, clubs, schools as a minimum
- KPI 8 Breakdown of number of members for all membership types e.g. all inclusive, gym only, pay and play etc.
- Breakdown of concessionary use by user type e.g. universal credit, care leaver, adult, child, those from the most deprived wards in Rushmoor etc
- KPI 9 Social Value delivered through the leisure Facilities

2.10.6 In addition to the Facility specific KPI's above, the Operator Partner's overall performance must be measured as set out in Table 2.7:

Table 7: Performance Indicators (Overall Performance)

Strategic Priority 1	Performance Indicators
High quality services that meet minimum Performance Standards set and exceed customer expectations.	<p>PI 1.1 Customer and partner satisfaction indicators captured through an on-going monthly rolling programme e.g. Net Promoter Score (NPS) or similar:</p> <ul style="list-style-type: none"> • the overall Service • staff/coaches • access and parking • Facilities • catering • cleanliness • changing rooms • value for money. <p>PI 1.2 Quest/Quest Plus for Leisure Facilities and Active Communities to be achieved within 2 years of the Main Phase of the contract commencing. Quest/Quest Plus scores for Leisure Facilities and Active Communities Programme. Minimum score of Very Good or above for all assessments. The aim should be to achieve and maintain Excellent during the period of the Main Phase of the contract.</p> <p>It is the Authority's aspiration that the Operator achieves Quest Stretch for Leisure Facilities and Active Communities within 3 years of the Main Phase of the contract commencing.</p> <p>Achieve and maintain Inclusive Fitness Scheme (IFS) accreditation within 18 months of the Main Phase of the contract commencing.</p>

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

Strategic Priority 1	Performance Indicators
	<p>PI 1.3 Customer retention data; fitness, swimming, Learn to Swim, courses and activities.</p> <p>PI 1.4 Investors in People and ISO accreditation.</p>
Strategic Priority 2	Performance Indicators
<p>Delivering financially and environmentally sustainable Facilities.</p>	<p>PI 2.1 Annual income and expenditure per Facility area</p> <p>PI 2.2 Subsidy/surplus per visit.</p> <p>PI 2.3 Percentage target reduction in annual energy consumption.</p> <p>PI 2.4 Reduction in annual CO2 emissions.</p> <p>PI 2.5 Increase in recycling rate</p> <p>PI 2.6 Reduction in food waste.</p> <p>PI 2.7 Environmental standard 14001:2015 accreditation. Reference "Net Zero Carbon Buildings: A Framework Definition": https://www.ukgbc.org/wp-content/uploads/2019/04/Net-Zero-Carbon-Buildings-A-framework-definition.pdf</p> <p>PI 2.8 Reduced construction impacts</p> <p>PI 2.9 Increased supply of energy from renewable resources</p> <p>PI 2.10 Offsetting remaining carbon from leisure Facilities</p>
Strategic Priority 3	Performance Indicators
<p>Ensuring Facilities are maintained to a high standard throughout the life of the contract.</p>	<p>PI 3.1 Delivery of Schedule of Programmed Maintenance and approval by Local Authority of any proposed changes (based on achievement of maintenance schedule to date (Monthly)</p> <p>PI 3.2 Target scores on maintenance / statutory compliance audits (based on successful achievement of required minimum standard).</p>

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

Strategic Priority 4	Performance Indicators
Increased opportunities to participate in sport and physical activity, from beginner to performance level for all sections of the community.	<p>PI 4.1 (measured annually through Sport England Active Lives)</p> <ul style="list-style-type: none"> a. Percentage of Rushmoor Borough residents (aged 16+) taking part in sport and physical activity for less than 30 minutes per week (inactive) b. Percentage of Rushmoor Borough residents (aged 16+) taking part in sport and physical activity for 30-149 minutes per week (fairly active) c. Percentage of Rushmoor Borough residents (aged 16+) taking part in sport and physical activity for 150 minutes per week (active) d. Percentage of Rushmoor Borough residents taking part in sport and physical activity at least twice in the last month. <p>PI 4.2 (measured by Operator Partner)</p> <ul style="list-style-type: none"> a. Number of Rushmoor Borough residents (aged 16+) participating in leisure centres and outreach programmes for at least 60 minutes per week as a percentage of the total in the Local Authority Area (fairly active) b. Number of Rushmoor Borough residents (aged 16+) participating in leisure centres and outreach programmes for at least 150 minutes per week as a percentage of the total in the Local Authority Area (active) c. Number of non-residents participating in leisure centres and outreach programmes for at least 60 minutes per week as a percentage of the total in the Local Authority Area.

Strategic Priority 5	Performance Indicators
Increases in activity levels from adults with low levels of physical activity	PI 5.1 Percentage of adults with low levels of physical activity who are residents in Cherrywood, Northtown and Aldershot Park (aged 16+) taking part in formal sport and physical activity for 30+ minutes per week
	PI 5.2 Percentage of adults with one or more long-term conditions (see Table 2.7) taking part in formal sport and/or physical activity for 30+ minutes each week
Increases in activity levels from children (<16) with low levels of physical activity	PI 5.3 Percentage of young people with low levels of physical activity who are residents in Cherrywood, Northtown and Aldershot Park (aged <16) taking part in formal sport and physical activity for 30+ minutes per week

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

Strategic Priority 6	Performance Indicators
<p>Improved access to Facilities, activities and opportunities for groups identified in PI 5 that participate less in sport and physical activity.</p>	<p>PI 6.1 Percentage of groups identified in PI 5 who use specific accessible booking systems.</p> <p>PI 6.2 Percentage of front-line staff who have had specialist quality training regarding underrepresented/priority groups identified in PI 5 within the last 12 months.</p> <p>PI 6.3 Number of programmed sessions per annum targeted at groups identified in PI 5</p> <p>PI 6.4 Number of casual concessionary pay and play memberships taken up by groups identified in PI 5</p> <p>PI 6.5 Number of casual pay and play memberships taken up annually by groups identified in PI 5</p> <p>PI 6.6 Casual visitor (non-member) to Infrequent member (4+ times a month in 1-4 months in the last year)</p> <p>PI 6.7 Infrequent member (4+ times a month in 1-4 months in the last year) to moderate member (4+ times a month in 5-8 months in the last year)</p> <p>PI 6.8 Moderate member (4+ times a month in 5-8 months in the last year) to core member (4+ times a month in 9-12 months in the last year)</p> <p>PI 6.9 Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc) or wellbeing initiatives in the community, including physical activities for adults and children Sources: https://socialvalueportal.com/national-toms/ https://www.ukactive.com/reports/physical-activity-a-social-solution/</p>
Strategic Priority 7	Performance Indicators
<p>Providing wider social value through strong and positive engagement with partners.</p>	<p>PI 7.1 Percentage of the workforce that are Rushmoor Borough residents and the extent to which the workforce is representative of the local demographic profile.</p> <p>PI 7.2 Number of workforce development opportunities provided through the employment of apprentices.</p> <p>PI 7.3 Number of local companies used in the supply chain.</p> <p>PI 7.4 Number of projects developed in partnership with the Local Authority and other organisations and stakeholders e.g. schools, public health, community and voluntary sector organisations, National Governing Bodies etc.</p> <p>PI 7.5 Number of Operator Partner staff who have taken up volunteering opportunities within the community</p> <p>PI 7.6 Number of projects promoting sport that deliver strong social value (swimming, fitness, group workout)</p>

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

Strategic Priority 7	Performance Indicators
	<p>N.B As indicated in UK Active's Social Value in Physical Activity document: https://www.ukactive.com/reports/physical-activity-a-social-solution/</p> <p>PI 7.8 Number of referrals from GPs and other healthcare professionals for health interventions (including exercise classes);</p> <p>PI 7.9 Reduction in carbon emissions</p> <p>PI 7.10 Voluntary time dedicated to the creation or management of green infrastructure, to increase biodiversity or keep green spaces clean</p>

- 2.10.7 The Operator Partner will work with the Authority during the first 12 months of the contract to develop baseline information on the above performance indicators for Aldershot Pools and Lido that will be used to set targets for second year and thereafter. The Operator will work with the Authority during the first 12 months of the Main Phase of the contract to develop baseline information on the above performance indicators for Farnborough LCH that will be used to set targets for subsequent years of the contract.
- 2.10.8 An Annual Service Plan and associated development plans shall be provided to the Authority for approval one month prior to the Commencement Date and two months prior to the start of each subsequent contract year.
- 2.10.9 The Operator Partner must provide a Monthly Performance Report and detailed Annual Service Plan containing qualitative and quantitative evidence of how the Operator Partner is delivering the Authority's Strategic Priorities for the Service and contributing to wider local Strategic Outcomes.
- 2.10.10 The Annual Service Plan should highlight any of the Authority's Strategic Priorities that the Operator Partner has not contributed towards and provide an annual action plan for the following year to address any shortcomings or missed targets. It should also highlight any additional objectives it has achieved in addition to those required by the Authority.

2.11 Quality Management

- 2.11.1 The Operator Partner will be required to have a robust quality management system in place that covers all aspects of the Services and is focused on the customer's experience.
- 2.11.2 The Operator Partner shall achieve and maintain the Sport England recommended Quest Facility Management accreditation scheme (or any equivalent successor scheme) for the Facilities and Quest for the Active Communities Programme (Health and Wellbeing Development Programme). This should be obtained by:
 - The end of Year 2 of the Main Phase of the contract for the new Farnborough LCH and Aldershot Pools and Lido for the Health and Wellbeing Development Programme;
 - The end of Year 2 of the Main Phase of the contract for the new Farnborough LCH and Aldershot Pools and Lido for the Facility Management.
- 2.11.3 The Operator Partner shall maintain these accreditations for the duration of the Contract Period.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 2.11.4 The Operator Partner will be required to achieve and maintain a minimum standard of Excellent for the Sport England recommended Quest™ /Quest™ Plus Facility Management accreditation scheme (or any equivalent successor scheme) and Quest™/ Quest™ Plus Active Communities scheme for the outreach Health and Wellbeing Programme.
- 2.11.5 The Operator Partner shall maintain Quest [Quest™ Stretch / Quest™ Plus] (or any equivalent successor scheme) accreditation for the Facilities and Active Communities schemes as described above through the Contract Period and aim to have continuously improving scores over the life of the contract.
- 2.11.6 Quest scores will be included in the Annual Service Plan and will set targets for improvement.
- 2.11.7 The Operator Partner shall inform the Authority of the results of its Quest assessments and any follow-up assessments within seven business days of receiving notification.
- 2.11.8 The Operator Partner shall include its response to Quest assessments via an improvement plan within the appropriate Monthly Performance Report.

METHOD STATEMENT 3: MARKETING, MEDIA COMMUNICATIONS, PUBLIC RELATIONS AND CUSTOMER EXPERIENCE – Positive customer experience and processes for maintaining continuous improvement

2.12 Social Value

- 2.12.1 The Operator Partner shall deliver the Services in accordance with the aims of The Public Services (Social Value) Act 2012 through the delivery of wider social, economic and environmental benefits.
- 2.12.2 The Operator partner will provide an employment and skills plan to be up-dated annually and monitored quarterly with the appropriate the Authority officers.
- 2.12.3 The Operator Partner shall work closely with the Authority and other partners such as education and training providers, the Authority Employment and Skills Zone Partnership to develop specific initiatives linking to and reflecting the developing the Authority procurement strategy, which offer realistic and sustainable employment opportunities to disadvantaged people in the Authority Area, and particularly those in Cherrywood, North Town and Aldershot Park.
- 2.12.4 The Operator Partner shall offer a number of routes to full-time employment or training which are targeted at specific sectors of the community in Rushmoor. This should include the provision of work placement opportunities, including apprenticeships, for disadvantaged or underrepresented groups within the labour market including initiatives targeting priority groups including lone parents; people from Black, Asian and Minority Ethnic (BAME) backgrounds; women; people with physical and learning difficulties; Lesbian, Gay, Bisexual, Transgender, Queer or Questioning (LGBTQ), long term unemployed; care leavers; ex-offenders; NEETS (Not in Education, Employment or Training); individuals recovering from homelessness and people who are on long term benefits.
- 2.12.5 The Operator Partner shall understand and embrace the role it has in supporting and working with Small and Medium Enterprises, social enterprises, charities and other third sector providers in Rushmoor through its procurement of supplies and sub-Operator Partners and through the delivery of the Services e.g. charitable events/ Rushmoor events with a Corporate presence) eg. The annual Donkey Derby, the annual North Camp Summer Fayre, the Victoria Day celebration in Aldershot, the annual Christmas Lights switch-on in Aldershot, other charitable events in the Borough. (See paragraph 3.13.14)

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 2.12.6 The Operator Partner is required to support The Children and Social Work Act 2017 and the work the Authority is doing on corporate social responsibility i.e. free/discounted leisure provision for children in care, care leavers and young carers, ex-army in the borough.
- 2.12.7 The Operator Partner shall provide free use of Facilities to those on the Hampshire Scheme for Elite Athletes (- Free Access for National Sports People (FANS)).
- 2.12.8 The Operator Partner shall ensure the Services are fully inclusive to all sections of the community and shall proactively work to eliminate barriers to participation in sport and physical activity through programming, pricing, policies, development plans, marketing and training. The Operator Partner shall achieve Inclusive Fitness Scheme (IFS) accreditation within 18 months of the start of the Main Phase and retain this throughout the Contract Period.
- 2.12.9 The Operator Partner shall work with the Authority and other partners to provide diversionary activities designed to help reduce levels of crime, disorder and anti-social behaviour by people in Rushmoor to contribute to social value outcomes. This should link into the strategic priorities and initiatives of the Safer North Hampshire Community Safety Partnership:
- <https://www.safernh.co.uk/wp-content/uploads/2014/12/Strategic-Assessment-2018-19-Final-AMENDED-version.pdf>
- 2.12.10 The Operator Partner shall ensure that the environmental wellbeing of the local area is protected and enhanced through best practice approaches to energy and water management, waste and recycling, procurement of supplies and sustainable transport.
- 2.12.11 The Operator Partner shall provide a detailed review of how the Services have achieved the above requirements as part of the Annual Service Plan.

METHOD STATEMENT 1: HEALTH, WELLBEING AND SOCIAL VALUE – Social Value objectives and outcomes

2.13 Free Access

- 2.13.1 The Operator Partner shall accommodate free use of the leisure Facilities by the Authority for:
- Authorising Officer allocated Gold Cards (maximum 10 annual passes per year) – to recognise Citizen of the Year, and similar awards

3 Service Requirements

3.1 Health and Wellbeing Development

Overall Requirement

- 3.1.1 The Health and Wellbeing Development Programme shall provide increased opportunities for priority and inactive groups to be engaged in regular physical activity and improve their Health and Well-being. The Health and Wellbeing Development Programme shall be provided by the Operator Partner.

3.2 General Programming

- 3.2.1 The Operator Partner shall provide, promote and develop opportunities for people to participate in physical activity and competitive sport, and to lead active and healthy lives and reduce inactivity.
- 3.2.2 The Operator Partner shall be responsible for developing the programming of all activities at the Facilities based on local demographic needs, aligning with current and emerging health, physical activity and sport initiatives.
- 3.2.3 The programme shall reflect the needs of the local community and provide a varied and balanced range of opportunities for individuals and groups to progress according to their interests and abilities and for:
- people of all genders;
 - people with a disability;
 - adults and children who are overweight or obese
 - adults and children who are inactive
 - all age groups; and
 - persons of all abilities and activity levels.
- 3.2.4 The Operator Partner shall ensure that the programme for each area of the leisure Facilities reflects changing trends and customer expectations and is innovative, imaginative and progressive, taking into account the findings of customer feedback, Sport England insight and market research undertaken.
- 3.2.5 The Health and Well-being Development programme shall be proactively driven by the Operator Partner and shall provide the full range of opportunities in the form of casual use, courses from beginner to advanced, regular bookings from clubs and organisations weekly session activities, educational use, leagues, special "one-off" and prestige sporting events, promoted by the community at large and by the Operator Partner. The Operator Partner will work with Key Users to facilitate use of the Performance Space and associated seating within the Sports Hall at Farnborough LCH for cultural activities as per the Key User Agreement requirements.
- 3.2.6 A wide variety of different physical activity opportunities as recognised by Sport England, shall be accommodated and provided for within the programme. Where a proposed activity is not a sport or activity recognised by Sport England the Operator Partner shall obtain approval of the Authority's Representative before including it in the programme.
- 3.2.7 The Operator Partner shall ensure that all activities create a welcoming, inclusive and positive environment for everyone – including participants, professionals, volunteers and spectators.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.2.8 The Operator Partner shall work with local organisations to reduce obesity levels amongst adults and children by encouraging participation in sport and physical activity that is enjoyable for the family to participate in together. This shall be reflected in Health and Wellbeing Development Programmes.

3.3 Health and Wellbeing

- 3.3.1 The Operator Partner shall employ a full-time and appropriately qualified (minimum Level 4 Cardiac Rehabilitation) and experienced Health and Well-being Development Officer across the Authority contract to support specific public health initiatives, (See Table 2.1, 2.2, and para 4.66) to produce and implement an annual Health and Well-being Development Plan for each Facility; these shall demonstrate how the Operator Partner is going to achieve the required sport/physical activity and health PIs, which will be monitored on a quarterly basis. The Health and Well-being Development Officer will have full responsibility for managing the programme of activities across all of the leisure Facilities in the contract scope.
- 3.3.2 The Health and Wellbeing Development Plan shall be comprehensive and well researched and shall require the dedicated time of members of staff. The exact content of the plan shall be decided through discussion between the Authority's Representative and the Operator Partner, but as a minimum, shall consider the provision of new and existing sporting and physical activity opportunities and events for the target groups highlighted below and areas of high deprivation/need e.g. Cherrywood, Wellington and Aldershot Park wards. The Operator Partner shall consult with a range of relevant local, regional and national sport and community organisations upon the Development Plan e.g. the Hants and IOW CSP, to ensure local initiatives reflect countywide priorities and objectives.
- 3.3.3 Three meetings per annum shall be held between the Operator Partner and the Authority's Representative at which the Operator Partner's implementation of the Sport and Health Development Plan shall be reviewed.
- 3.3.4 The Operator Partner shall, within a balanced programme, provide specific opportunities, activities and events for the following groups as a minimum:
- People with disabilities
 - Children 0-11 years (including those who are looked after)
 - Young people 12-19 (including those who are looked after)
 - Older people
 - Minority groups in line with the specific demographics of the Borough.
 - People who suffer from life-limiting conditions, including obesity and being overweight, and other life-limiting conditions
 - Those who are inactive i.e. those who engage with less than 30 minutes physical activity per week
- 3.3.5 The Operator Partner shall for each of these groups:
- (a) carry out a range of actions, events and initiatives to engage with the local community to increase participation;
 - (b) develop the programme, other initiatives and partnerships to ensure that there are adequate pathways through the sports development continuum, including opportunities for coaching development;
 - (c) measure success against the non-financial Key Performance Indicators; and
 - (d) measure and meet target admissions and include usage data in the Monthly Paymech documents.

- 3.3.6 The Operator Partner shall not only cater for these groups within their own programme but shall positively encourage and support all the clubs, groups and community organisations that use the leisure Facilities to improve their accessibility to all sectors of the community. In particular, the Operator Partner shall work with clubs and other providers to expand the provision of opportunities to include priority groups in paragraphs 3.3.4 and 3.3.5, juniors, youths, adults and veterans (ie older people) and for people with a disability. Where appropriate legitimate concessions from the Operator Partner may be used to encourage this provision at no additional cost to the Council.
- 3.3.7 The Operator Partner shall ensure that the developmental aspects of the programmes are agreed with the Authority's Representative and shall form a valued, complementary, and successful part of district, and where appropriate, county wide sports development programmes.

3.4 Educational Use

- 3.4.1 The Operator Partner shall encourage the use of the leisure Facilities by local educational establishments and shall, wherever possible, accommodate their requirements in relation to the use of the Facilities to meet the requirements of the National Curriculum.
- 3.4.2 The Operator Partner shall maintain a positive relationship with local educational establishments including home school links and shall ensure that the appropriate links and opportunities are in place and sufficient information available to encourage young people and educational establishments to participate in the activities and opportunities provided.

3.5 Partnership working

- 3.5.1 The Operator Partner shall understand and deliver Rushmoor Borough Council's priorities and outcomes for health and physical activity within the Borough.
- 3.5.2 The Operator Partner shall attend relevant and appropriate fora and development meetings, including National Governing Body networking e.g. Rushmoor Health and Wellbeing Partnership, Rushmoor Strategic Partnership, Rushmoor Swimming Association, Rushmoor Indoor Bowling Meetings and others as they are formed.
- 3.5.3 The Operator Partner will work in partnership with new and existing clubs and set up regular club committee meetings to discuss matters arising. They will support the clubs with their programming, coaching and volunteer workforce, funding applications and increasing in membership.
- 3.5.4 The Operator Partner shall implement and host a leadership and volunteer workforce, who will support large events at the leisure Facilities. The Operator Partner shall set up a volunteer work programme to support local clubs, schools, community groups and local organisations to increase awareness and inspire others into becoming leaders and coaches.

METHOD STATEMENT 1: HEALTH, WELLBEING and SOCIAL VALUE - Social Value objectives and outcomes

3.6 Special Events

- 3.6.1 Special events are defined as sporting competitions or activities that take place on an infrequent basis and provide an attraction which is additional to the regular programme; special events may be accessible to the general public either for no charge or on payment of an appropriate fee. The Operator Partner will work with Key Users to facilitate use of the Performance Space and associated seating within the Sports Hall at Farnborough LCH for cultural activities as per the Key User Agreement requirements.

- 3.6.2 The Operator Partner shall give reasonable assistance to those individuals and teams representing Rushmoor in the Hampshire Youth Games.
- 3.6.3 The Operator Partner shall host an annual event to celebrate National Disability Day by promoting activities running across all Facilities and invite both members and non-members to attend taster sessions free of charge.
- 3.6.4 External sporting competitions, Hampshire County or local events (e.g. Hampshire Schools' Sports Festival) are to receive a minimum discount of 20% per booking subject to prior approval by the Authority's Representative. This is up to a maximum of 20 hours per annum.

3.7 Disability

- 3.7.1 The Operator Partner shall promote effective inclusive delivery, leadership and good practice for disabled people and individuals with health conditions by sharing evidence-based methods, resources and promoting positive messaging around inclusivity.
- 3.7.2 The Operator Partner shall ensure a high-quality experience, and for all participants to feel valued from their first attendance through to elite pathways.
- 3.7.3 The Operator Partner shall encourage greater physical activity levels amongst disabled people and individuals with health conditions by providing and promoting inclusive opportunities and accessible Facilities and Services and shall provide evidence of positive outputs and outcomes that will lead to long-term impact on the health of disabled people and individuals with health conditions.

3.8 User Satisfaction

- 3.8.1 The Operator Partner shall create feedback tools linked to the identified KPIs; prioritising and considering the underrepresented priority groups in order to improve Services. The Operator Partner will work with the Authority Comms Team to undertake both user and non-user consultation to better understand what the residents needs and wants, and the barriers to participation.
- 3.8.2 The Operator Partner will track customer satisfaction among different users, including those identified as underrepresented priority groups.
- 3.8.3 The Operator Partner will use this feedback to promote more widely to both users and non-users and maximise the use of all leisure Facilities.

METHOD STATEMENT 3: MARKETING, MEDIA COMMUNICATIONS, PUBLIC RELATIONS AND CUSTOMER EXPERIENCE – communication with target groups, customer satisfaction monitoring, contacting inactive people and identified target groups

3.9 Performance Standards

- 3.9.1 The Health and Well-being Development Programme shall include innovative and non-traditional activities targeted at the priority groups set out in paragraphs 3.3.4 and 3.3.5 as well as a wider audience.

METHOD STATEMENT 9: INNOVATION AND ADDED VALUE – specific areas of innovation demonstrated

- 3.9.2 The Health and Well-being Development Programme shall ensure that sport and leisure Facilities are welcoming and accessible for identified priority groups (paragraphs 3.3.4 and 3.3.5,) and those who would not ordinarily visit a traditional leisure centre as well as activity delivery. Specifically, the Operator Partner shall support the Authority's Services for Older People Team which supports people prone to, or suffering from, falls and similar injuries.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.9.3 The Health and Well-being Development Programme will promote inclusion in its widest sense particularly for people with disabilities including those individuals with one or a combination of the following disabilities, long-term conditions and/or multi-morbidity:
- Vision impairment
 - Deaf or hard of hearing
 - Mental health impairments
 - Intellectual disability
 - Acquired brain injury
 - Autism spectrum disorder
 - Physical disability
 - Diabetes
 - Cardiovascular Disease
 - Chronic Pulmonary Pulmonary Disease (COPD)
 - Dementia
 - Musculoskeletal conditions (including arthritis)
- 3.9.4 The Health and Well-being Development Programme will have a focus on increasing sport and physical activity participation / opportunities in line with the Quest™ Active Communities Generic Modules or equivalent. The Operator Partner shall achieve Quest Active Communities within 2 years of the Main Phase of the contract commencing.
- 3.9.5 The Operator Partner shall support the implementation of local, regional and national sports development policies where appropriate and provide representation on local and county wide or regional sports development groups.
- 3.9.6 The Operator Partner shall seek to increase the number of sporting volunteers and provide support to local clubs through community programming.
- 3.9.7 The Operator Partner shall develop an annual Health and Wellbeing Development Plan in partnership with the Authority's Representative which clearly identifies how the outputs shown in Table 2 will be achieved. This plan will be monitored and reviewed by the Authority on a Quarterly basis.
- 3.9.8 The Operator Partner will be expected to continue to source external funding for sport and physical activity and healthy lifestyles programmes to continue provision already in place.
- 3.9.9 The Operator Partner will be required to work in partnership with the Authority, and external partners to source external funding for new sport and physical activity and healthy lifestyles programmes\ Facilities.

METHOD STATEMENT 1: HEALTH, WELLBEING AND SOCIAL VALUE – how the Health and Wellbeing Development Programme will be developed, delivered and resourced

3.10 GP Referral Scheme/Cardiac Groups

- 3.10.1 The Rushmoor GP Referral Scheme takes place at Aldershot Pools and Lido and the Operator Partner will be required to deliver the same scheme at the Farnborough LCH. The Operator Partner is responsible for development and delivery of all aspects of this Scheme.
- 3.10.2 Details of the existing scheme are set out in Appendix 13. It is expected that the Operator Partner will work collaboratively with the new GP Health Hub planned for development in Farnborough town centre.

METHOD STATEMENT 1: HEALTH, WELLBEING AND SOCIAL VALUE – GP Referral, Cardiac Groups and Social Prescribing

3.11 Play Development

Holiday Activities Scheme

- 3.11.1 The Operator Partner will be required to develop, organise, promote and deliver a comprehensive holiday activity scheme for children during all school holidays. This is expected include all the holiday periods with a minimum of 33 days per annum. The year will coincide with the school academic calendar from 1st September to 31st August.
- 3.11.2 The scheme must as a minimum, cater for children aged 5 to 13 years of age and incorporate an extended day Facility to allow parents to drop their child off from 8am and pick up from 5.30pm.
- 3.11.3 The scheme can be provided directly by the Operating Partner or sub-contracted to a suitably qualified and experienced organisation.
- 3.11.4 The Operating Partner shall provide the Authority's Representative with details of its proposed programme of activities a minimum of 2 months in advance of each holiday period for approval. The programme must be innovative and balanced, reflective of the interests and needs of the target age group and use all the Facilities across each site. The programme should incorporate use of outdoor activity areas including the Skate Park and Play Areas at the new Farnborough LCH.
- 3.11.5 The scheme shall offer a minimum of one qualified coaching session as part of the day.
- 3.11.6 All spaces booked must be clear of all other equipment prior to start of booking.
- 3.11.7 The scheme shall incorporate discounted pricing for concessionary groups as specified in paragraphs 3.3.4 and 3.3.5 of this specification. The Operator Partner will be required to apply for external funding which enables free or subsidised access to holiday activities for children and young people e.g, Government Holiday Activities and Food Programme.
- 3.11.8 The Operator Partner shall provide a weekly update on the number of Concession Card holders participating in the holiday scheme during their operating period.
- The Operating Partner shall carry out regular consultation with its users to ensure that the programme reflects their wants and needs.
 - The Operating Partner shall provide an online booking facility for ease of booking. The booking facility must allow for payment by childcare vouchers.
 - The scheme shall obtain and maintain Ofsted registration and copies of all inspection reports be supplied to the Authority's Representative together with an action plan where any areas of improvement are identified.
 - The Operating Partner shall provide and maintain up to date and relevant operating procedures and policies to support the operation of the scheme. These will include but not be limited to:
 - Safeguarding children policy
 - Accident and incident procedure
 - Behaviour management policy
 - Complaints procedure
 - First aid and medical information
 - Health and safety guidelines including sun protection

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- Late and non-collected child policy
 - Missing persons policy
 - Mobile phone and camera policy
 - Social media policy
 - Equalities and Diversity policy
- The Operating Partner shall employ suitably qualified staff with an interest in children and play.
 - The staff shall be trained in the operating policies and procedures relating to the scheme and evidence must be supplied of regular refresher training undertaken by all staff. The training will include but not be limited to:
 - Safeguarding
 - Play theory, Play types, Play opportunities and activity planning
 - Policies and procedures
 - Paediatric first aid
- 3.11.9 This training must be undertaken for all new staff and refresher training carried out on an annual basis.
- 3.11.10 The Operator Partner shall produce an annual report on the Health and Wellbeing Development Programme which highlights how it has performed in meeting the Authority's Strategic Priorities and contributing to wider local Strategic Outcomes e.g. holiday scheme provision.
- 3.11.11 The Operating Partner shall obtain and manage all necessary customer consents required including medical and photography.
- 3.11.12 The Operator Partner must publicise the Holiday Activities via its own social media and electronic advertisements boards on site, and also display the Authority promotional literature on site. Details of the Scheme and activities provided shall be shared with the the Authority Comms Team prior to and after the schemes running.

3.12 Reporting Requirements

Holiday Schemes

- 3.12.1 The above policies and procedures shall be submitted to the Authority's Representative 3 months in advance of the Start Date of the Interim Phase for approval. Copies must also be available for the customer to view online and on site. The policies must be reviewed and updated at the beginning of each academic year as a minimum to reflect changes in legislation and policy.
- 3.12.2 The Operator Partner shall meet with the Authorised Play Development Officer a minimum of 3 times per year following the Easter, summer and winter holidays to discuss the operation and future development of the scheme. As part of this process, the Operating Partner shall provide the following performance data on a monthly basis following the Easter, summer and winter holidays:
- Number of participants by age, concession category
 - Postcode of customers
- 3.12.3 The Operating Partner shall provide an annual marketing plan to ensure that existing and potential customers are made aware, through a wide range of channels of the holiday activity scheme. This will include, but not be limited to, publicity material displayed on site, social media, website, mobile phone apps (this may not be needed with a good mobile-friendly website), and targeted communications including email and texting.

- 3.12.4 The Operating Partner shall jointly promote the Authority outreach play development activities alongside its scheme.

METHOD STATEMENT 1: HEALTH, WELLBEING AND SOCIAL VALUE – Holiday Playschemes

METHOD STATEMENT 3: MARKETING, MEDIA COMMUNICATIONS, PUBLIC RELATIONS AND CUSTOMER EXPERIENCE – marketing plans

3.13 Opening Hours

Overall Requirement

- 3.13.1 Facilities that are fully accessible to the community during the “Minimum Opening Hours” as detailed in paragraph Table 2.4 of this Services Specification.

Performance Standards

- 3.13.2 The Facilities must be available for public use during the Minimum Opening Hours (see Table 2.4).
- 3.13.3 The Operator Partner shall advertise all opening hours on the relevant Facility website and through social media and shall provide printed information on opening hours and timetables for the Facilities’ activity programmes. Any agreed changes to opening hours for bank holidays must be advertised at least 2 weeks prior to the actual holiday.
- 3.13.4 The programming for the swimming pools shall allow for public access to all main pools during all minimum opening hours (this need not be the whole pool but must be a minimum of 2 lanes of the main pool at the new Farnborough LCH).
- 3.13.5 The Operator Partner shall operate the vending services during the Minimum Opening Hours (see Table 2.4).
- 3.13.6 Where appropriate, the Operator Partner shall agree with the Authority closures of the Facilities, or any element therein, for the purposes of maintenance, in accordance with the agreed Schedule of Programmed Maintenance.
- 3.13.7 Where an item of equipment is broken, the Operator Partner will place in situ a printed, laminated sign to advise customers that the problem has been identified and provide a timescale for rectification.
- 3.13.8 The Operator Partner will be required to advertise all planned maintenance closures and any variations in opening for at least 4 weeks before the closure period on site and on their website. Where private hire, block or club bookings have been made during a period of closure whether planned or unforeseen, the Operator Partner will be responsible for informing each hirer separately of the changes and meeting all costs incurred, inclusive of the reimbursement of any fees and charges made in advance.
- 3.13.9 In the event of closure of any of the Facilities or part thereof or ceasing of the Health and Wellbeing Development Programme, or part thereof, owing to unforeseen or emergency conditions, the Operator Partner shall inform the Authority immediately, followed up in writing as soon as practicable. The Operator Partner shall ensure customers are kept informed of the situation in accordance with the agreed Emergency Plan (see paragraph 3.13.11).
- 3.13.10 The Operator Partner needs to report any closure/ problems with the Health and Wellbeing Development Programme with the appropriate funders, in line with specific grant conditions.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.13.11 The Operator Partner shall provide an Emergency Plan to the Authority for Aldershot Pools and Lido for approval three months prior to the Start Date of the Interim Phase. The same shall be provided for Farnborough LCH for approval three months prior to the start of the Main Phase of the contract. In an Emergency, the Operator Partner shall implement the agreed Emergency Plan and inform the Authority of any Emergency as soon as practicable. Any updates should be incorporated into the Emergency Plan and re-provided to the Authority immediately.
- 3.13.12 All Facility opening hours are dictated by agreed individual planning conditions. Any request to amend the latter would need to go through a formal planning process and is unlikely due to the locations/proximity of housing.
- 3.13.13 The Operator Partner is advised that variations to the specified opening hours may only occur in times of national or local emergency, or in the circumstances of 2.3.4. Farnborough LCH has been identified as an emergency rest centre in exceptional situations (this will extend to all areas within the building). Should such a situation arise, the Services may be temporarily suspended during the period of the emergency, by notification from an Authority's Representative through the Authority Business Continuity process. The Operator Partner's staff would be expected to assist with the setup of Farnborough LCH as a rest centre and provide further assistance in any way for which they are qualified during the emergency.

METHOD STATEMENT 3: MARKETING, MEDIACOMMUNICATIONS, PUBLIC RELATIONS AND CUSTOMER EXPERIENCE – promotion and awareness, promotional material, dealing with a major incident/accident, dealing with potentially unpopular decisions affecting customers, addressing adverse social media activity

- 3.13.14 The Operator Partner shall be required to facilitate the use of all or part of Farnborough LCH for the following special events:
- Elections (free access)
 - Galas – no more than 7 per annum; only 1 gala permitted in the pool at any one time, and only in 1 Facility
 - For use as a refuge, rest centre or morgue in the event of an emergency (free access)

Reporting Requirements

- 3.13.15 The Operator Partner shall produce an annual report on the Health and Well-being Development Programme which highlights how it has performed in meeting the Authority's Strategic Priorities and contributing to wider local Strategic Outcomes.
- 3.13.16 The Operator Partner shall maintain a daily log of hours that the relevant Facility or area within it is not open 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 Operator Partner as part of the Monthly Performance Report.
- 3.13.17 Any closure should be reported to the Authority in accordance with Paragraph 3.15.8.

3.14 Access

Overall Requirement

- 3.14.1 Facilities and Services that are fully accessible by all Customers during the "Minimum Opening Hours" as detailed in paragraph of this Services Specification.

Performance Standards

- 3.14.2 The Operator Partner shall ensure that the Facilities including entrances and exits, café / catering / vending areas, toilets, changing and shower Facilities, drop off points, spectator and viewing areas, indoor and outdoor activity areas, courts, buildings, doorways, halls, lobbies, reception areas, loading bays, corridors, lifts, building frontage and parameters, access roads and car parks are open and free from any obstruction or physical destruction or deterioration (save for fair wear and tear).
- 3.14.3 Each Facility must be capable of performing its function in accordance with health and safety legislation and guidance and allow access and egress with appropriate controls.
- 3.14.4 The Facilities and Services should be accessible for people with disabilities as per the Equality Act 2010. This should include access and egress in fire/emergencies, suitable evacuation routes and muster points. Specifically:
- Accessible Facilities; physical access and accessible Service provision
 - Inclusive Fitness Initiative (IFI) accredited fitness equipment capable of providing a full body workout (cardiovascular and strength based, upper and lower body) for customers with a wide range of impairments and conditions
 - Workforce development; customer service training for all staff and adaptive exercise programming for fitness instructors / sports coaches, management / leadership, good practice and specialist area training (e.g. inclusive communications, access auditing etc.)
 - Inclusive and accessible marketing and communication available in different formats
 - Partnership development within the local community
 - Accessible sport and social activities
 - Appropriate policies and procedures
 - Wide and varied activity and programming offer.
- 3.14.5 The Operator Partner shall ensure that the Facilities and storage spaces within them are accessible only by authorised staff and customers, to include the following:
- Secure multi-activity stores
 - Storage lockers accessible from all changing cubicles, accessible cubicles and changing rooms, ideally will large, clear and tactile number and be located at a range of heights with 'oversized' lockers for people with disabilities to store equipment e.g. their prosthetic whilst swimming
 - Secure storage for Library and Cultural services dedicated equipment within the Farnborough LCH.
- 3.14.6 The Operator Partner shall ensure that all signage directing customers to and within the Facilities is clear and instructive and complies with the Equality Act 2010 and any relevant planning restrictions and should ideally comply with Sport England's Wayfinding and Signage Design Guidance Note 2013:
<https://www.sportengland.org/media/4426/wayfinding-and-signage-2013.pdf>.

METHOD STATEMENT 2: STAFFING – training and development

METHOD STATEMENT 7: HEALTH AND SAFETY MANAGEMENT – overall approach to health and safety

Reporting Requirements

- 3.14.7 The Operator Partner shall submit details of any failure to maintain the required Overall Requirement set out above as part of the six-weekly meeting with the Authority.

3.15 Customer Experience

Overall Requirement

- 3.15.1 A consistently high level of customer care that ensures all customers receive a high quality and enjoyable experience where inclusion in its widest sense is the norm. The level of customer care shall reflect good industry practice and provide a level of customer service that will facilitate achievement of the Authority's Strategic Priorities and contribute to wider local Strategic Outcomes.

Making Every Contact Count

- 3.15.2 Making Every Contact Count (MECC) is an approach to behaviour change that utilises the millions of day-to-day interactions that organisations and people have, to encourage positive and healthy lifestyle behaviour change. These interactions, referred to as 'healthy conversations' focus upon health and mental wellbeing whilst encouraging people to talk about and reflect upon the impact of risky lifestyle behaviours.

- 3.15.3 The Operator Partner shall:

- Sign up to the concept of MECC
- Appoint MECC champions within the organisation
- Provide feedback to the Authority on the initiatives delivered to customers and employees

METHOD STATEMENT 3: MARKETING, MEDIA COMMUNICATIONS, PUBLIC RELATIONS AND CUSTOMER EXPERIENCE – Making Every Contact Count

3.16 ICT, Website and Bookings

- 3.16.1 The Operator Partner shall implement and maintain a website and booking system for the Facilities and Health and Well-being Development Programme that is accessible, flexible, innovative and meets the needs of all users (including those with a visual impairment, cognitive disability and hearing disability) in order to optimise access to information and maximise participation. This should comply with the Equality Act (2010) <https://www.gov.uk/guidance/equality-act-2010-guidance>.

- 3.16.2 The website and booking system shall incorporate comprehensive terms and conditions for Facility membership, hire, advanced booking arrangements, cancellation and non-attendance policies, customer information, effective administration and operational information systems to record and effectively deliver all bookings. The system should support the development of deeper, more value-added relationships with users to enable better personalisation of services and promoted activities to support their lifestyle changes and behaviours.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.16.3 The system shall enable users to easily access and navigate the range of Services available, enable bookings to be made in person, by phone, in writing and online (including via smartphone apps) for both members and non-members. Bookings should incorporate a 'fast track' service where possible for high volume, peak time activities.
- 3.16.4 The system should enable better personalisation of services and promoted activities to support their lifestyle changes and behaviours. Automatic membership renewal should be facilitated on-line, following an annual reminder of the date due.
- 3.16.5 The Operator Partner shall ensure that an online booking system is provided including smartphone Apps with equivalent functionality to the website.
- 3.16.6 The Operator Partner will provide the necessary hardware and software equipment to sustain a website and computerised booking facility, which will be used to manage online bookings, bookings and to provide reports broken down by categories of user (the format to be agreed by the Authority's Representative).
- 3.16.7 The Operator Partner will be responsible for all maintenance costs relating to the website and computerised booking system, including the replacement of hardware, consumable items and software licenses.
- 3.16.8 The Operator Partner must provide an advance booking facility for clubs / organisations who wish to make a regular booking.
- 3.16.9 The Operator Partner must adhere to the times and spaces allocated to the Key Users (Library Service and Cultural Service) at Farnborough LCH as detailed within the Key User Agreements and manage the communication of these arrangements, giving advanced notice to all customers affected. Any booking related matters will be discussed as part of the quarterly review meeting with the Key Users and the Authority.
- 3.16.10 The Operator Partner must give priority to existing clubs and organisations who wish to make further regular bookings at the end of their existing period.
- 3.16.11 The Operator Partner must provide an advance booking facility for schools / colleges wishing to make a regular booking during normal school term time (details of which can be obtained from Hampshire County Local Authority Education Office / Educational Trust).
- 3.16.12 The Operator Partner must, as far as practicably possible, allow for casual use at all times to a pool, fitness, studios, and a minimum of 1 badminton court in Farnborough LCH. At times of no casual use being available, the Operator Partner must give advance warning to users of the Facility. This includes any non-availability of Facilities as a result of regular bookings or events.
- 3.16.13 The Operator Partner must acknowledge and indicate acceptance or otherwise, in writing, for all applications for regular bookings, functions or events within four weeks of receipt of an application.
- 3.16.14 The Operator Partner must accept any form of legal tender, in sterling, cheques, and debit cards and / or credit card or any other credible alternative provided for payment and will issue a receipt for all payments accepted.
- 3.16.15 The Operator Partner will permit provisional bookings to be cancelled without penalty at any time. In the case of confirmed bookings, the Operator Partner may charge the hirer 20% of the total fee payable providing one month's notice of cancellation is given by the hirer and the Facility is re-let, otherwise the Operator Partner may charge the hirer the full fee payable for the booking.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.16.16 The Operator Partner will be required to formulate a booking application form, which will include reference to the above conditions of hire available both in hard copy and electronically.
- 3.16.17 All bookings are inclusive of rigging and derigging time for equipment relating to that particular Facility / activity. The Operator Partner should ensure that customers are aware of this arrangement and that the Operator Partner adheres to it, without adversely affecting the Service.
- 3.16.18 The Operator Partner shall provide a card-less access system to Farnborough LCH and Aldershot Pools and Lido to facilitate pre-booked access to the Facilities. These should be compatible with the on-line booking system.

3.17 Customer Services Policy and Complaints

- 3.17.1 The Operator Partner shall provide a comprehensive and inclusive customer service policy that ensures that customers, partners and visitors are dealt with promptly, effectively and courteously at all times.
- 3.17.2 The Operator Partner shall operate and administer a comprehensive and effective customer comments and feedback system (on-line linked to the booking system), to encourage feedback and record online, verbal and written comments. This shall apply to all Customer groups covering sporting and non-sporting use. The Operator Partner must also record its response to complaints and comments.
- 3.17.3 The Operator Partner shall carry out a range of innovative and robust monitoring evaluation and reporting activities to demonstrate:
- Customer satisfaction from a representative sample covering all aspects of the Service
 - Comparative performance through a recognised benchmarking approach e.g. Sport England National Benchmarking Service (NBS), or another appropriate model
 - An understanding of changes to the communities' needs reflected in the programming of Facilities and Services.
- 3.17.4 The Operator Partner shall ensure that all customer complaints and comments are dealt with in accordance with the agreed

METHOD STATEMENT 3: MARKETING, MEDIA COMMUNICATIONS, PUBLIC RELATIONS AND CUSTOMER EXPERIENCE – customer satisfaction monitoring

- 3.17.5 The Operator Partner shall ensure a smart appearance by all staff at all times, with appropriate uniform and name badges being worn.
- 3.17.6 The Operator Partner shall ensure that staffing levels are appropriate to meet the demands of the activity/usage patterns at each Facility and Health and Well-being Development Programme to ensure high standards of customer service.
- 3.17.7 The Operator Partner shall formally display in public areas and email to its membership database results from internal and external monitoring visits, Customer Fora, customer comments/complaints and responses, reports, surveys and other customer care activities.
- 3.17.8 The Operator Partner shall provide training in customer service as part of its new staff induction and on-going refresher training.

METHOD STATEMENT 2: STAFFING - training

- 3.17.9 The Operator Partner shall keep notice and display boards updated at all times.
- 3.17.10 The Operator Partner shall provide dedicated space within the reception area for promotion of Key User services, activities and programmes. This shall be maintained by the respective Key Users.
- 3.17.11 The Operator Partner shall provide at all times information to the public on the availability of courses, activities and events delivered and/or hosted by the Operator Partner and the Authority through a variety of channels to meet the needs of target populations and communities.
- 3.17.12 The Operator Partner shall ensure that any out-of-order equipment is clearly labelled accordingly within 15 minutes and information provided as to who reported and when, the estimated timescale for repair, and when it will be back in use. Notices about any out of order equipment/Facilities should also be placed in reception so that users are aware of the situation before paying to use the Facility.
- 3.17.13 The Operator Partner shall operate an effective system for dealing with lost and found property.

Reporting Requirements

- 3.17.14 The Operator Partner shall provide a report to the Authority on a Monthly basis detailing all complaints and action taken. The Operator Partner shall ensure that a summary of this report and details of any failure to maintain the required Overall Requirement set out above are included within the Monthly Performance Monitoring Report.
- 3.17.15 The Operator Partner shall ensure that an annual report detailing the outcomes of the customer feedback system is submitted to the Authority including on-going collection of customer satisfaction information.
- 3.17.16 The Operator Partner will collect on-going information on customer satisfaction.
- 3.17.17 The Operator Partner shall submit details of any failure to implement the required website and booking system as part of the Monthly Performance Monitoring Report.
- 3.17.18 The Operator Partner shall comply with and shall provide details of its compliance with Payment Card Industry Data Security Standard (PCI DSS) for credit and debit card payment handling.
- 3.17.19 The Operator Partner shall provide monitoring data on sources of bookings (e.g. in person, online, via a smart app etc) as part of the Monthly Performance Monitoring Report.

3.18 Programming for All

Overall Requirement

- 3.18.1 A dynamic, innovative, inclusive and responsive programme of activities provided at the Facilities and through the Health and Wellbeing Programme that meets the needs of all sections of the community and ensures the delivery of the Authority's Strategic Priorities.

Performance Standards

- 3.18.2 The Operator Partner shall ensure a reasonable proportion of casual use and block bookings at the Facilities consistent with a balanced programme of use by the public, communities, inclusive and mainstream sport and recreation clubs, schools, and instructed development courses.
- 3.18.3 There must be a sustainable balanced Programme of Use to accommodate community and club activity and to contribute towards the Authority's Strategic Priorities and local Strategic Outcomes.
- 3.18.4 There shall be activities and sessions to meet the needs of specific customers in accordance with the agreed activity programme. The Programme of Use should be dynamic, innovative and responsive to the requirements of Customers, including frequent or seasonal variations and should seek to target non-users as appropriate. The programmes should consider the various types of customer and use to ensure that they are balanced. The Programme of Use shall meet the needs of specific customers by offering activities and opportunities that are culturally sensitive and relevant to diverse communities across age, gender, religion, race, sexual orientation and disability.
- 3.18.5 The Operator Partner shall provide the activities and sessions to meet the needs of specific Customers in accordance with the agreed Programme of Use and Annual Business Plan.
- 3.18.6 The Operator Partner shall submit the initial proposed Programme of Use for Aldershot Pools and Lido to the Authority for approval 2 months prior to the Commencement Date for Aldershot Pools and Lido. An initial proposed Programme of Use for Farnborough LCH shall be submitted 2 months prior to the start of the Main Phase of the contract. The Programmes of Use for both Facilities need to be balanced, and the Authority reserves the right to refuse the Operator Partner's proposed Programmes of Use, if they do not accurately reflect the needs and demographics of the local area.
- 3.18.7 The Operator Partner shall submit a subsequent proposed Programme of Use to the Authority three months prior to the start of each new Contract Year.
- 3.18.8 The Programme of Use should take into account the following:
- The need to offer a wide-ranging and diverse programme of activities designed to encourage greater levels of community participation across all relevant local social and cultural groups with a particular focus on increasing participation from members of the community with specific health needs and using group activity to improve retention
 - Provision of a wide range of recreational opportunities to all Rushmoor residents, including a balanced programme of pre-paid courses, classes, pay-as-you play sessions, club and school block bookings, casual usage and where applicable, special events
 - Farnborough Leisure and Cultural Hub status and role as regional sporting and cultural event venue
 - A management philosophy that encourages participation and engagement with all sections of the community
 - A regular and planned review of the programme of activities, considering customer and non-user research
 - Responsiveness to recreational trends to provide a dynamic and forward-looking service
 - Setting and reviewing programme objectives on at least an annual basis

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- Having a promotional strategy in place that keeps Customers informed of the programme and any planned changes
 - Outreach activities
 - Making optimum use of all available resources and Facilities
 - Monitoring usage levels
 - Contributing towards the Authority's Strategic Priorities and local Strategic Outcomes.
 - Proactive programming of social events and activities targeted at the local community\ customers\ partners sports groups.
- 3.18.9 The Operator Partner should be familiar with and apply insight and knowledge from the latest research into swimming participation such as Swim England's Three Frontiers Toolkit. This insight should be used to programme swimming Facilities to meet the needs of the local community whilst maximising usage.
- 3.18.10 The Operator Partner shall ensure that the Programmes of Use across the Facilities complement each other and provide an appropriate balance of activities.
- 3.18.11 The Operator Partner shall review the effectiveness of the Programme of Use on a regular basis, but in any event, as a minimum every 12 months using market information and through consultation with relevant customers.
- 3.18.12 The Operator Partner shall ensure that any future Programme of Use will continue to support the established arrangements with identified clubs and enable these to be expanded to meet demand where possible.

METHOD STATEMENT 1:HEALTH, WELLBEING AND SOCIAL VALUE – how the Health and Wellbeing Development Programme will be developed, delivered and resourced

3.19 Special Events and Protected Bookings

- 3.19.1 A list of protected club bookings for Aldershot Pools and Lido is provided in Appendix 3. The Operator Partner shall note that whilst the hirer during the first year of the contract is protected, the times are not necessarily protected moving forward. The Operator Partner shall meet with and re-negotiate protected bookings for Aldershot Pools and Lido with the appropriate hirer during the first year of the contract to ensure that the overall programme meets the Authority's identified requirements and strategic outcomes.
- 3.19.2 A list of those clubs who previously hired the old Farnborough Leisure Centre is provided in Appendix 3. Although these clubs will not have protected use of the new Farnborough LCH, the Operator Partner will be required to contact all these clubs in advance of the start of the Main Phase of the contract and seek to accommodate them within the leisure centre programme where possible. The Operator Partner will need to evidence that it is providing a balanced programme of use across both sites, including club use.
- 3.19.3 All clubs wishing to use Farnborough LCH and Aldershot Pools and Lido will be expected to:
- achieve Club Mark accreditation
 - confirm their ability to contribute to the required physical activity outcomes of this contract

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

- 3.19.4 The above is required for clubs to qualify for a subsidised hire rate. Subsidies will be reviewed on an annual basis by the Operator Partner against agreed participation outcomes, prior to being agreed for the forthcoming 12 months.
- 3.19.5 All Learn to Swim classes at both Facilities will be delivered through the appointed operator.
- 3.19.6 Special events (excluding those provided by Key Users) will be organised by the Operator Partner who will ensure that all statutory licences and arrangements are in place for the safe operation of the event. The following list identifies the type of events that have previously taken place in the Facilities:
- Galas
 - Exhibitions
 - Open days
 - Tournaments/Competitions
 - Social events
- 3.19.7 The Authority also requires the Operator Partner to make Farnborough LCH available for elections.
- 3.19.8 The Operator Partner will be required to provide operational support for special events as required. This will include event supervision, cleaning, building security, equipment rigging and de-rigging and engineer support as required.
- 3.19.9 For all special events, the Operator Partner must give adequate notice to customers, in an appropriate format to minimise any inconvenience. Where possible, alternative provision will be identified.
- 3.19.10 The Programme of Use must be designed to ensure that regular activities are not unduly disrupted by special event use. Any event requiring use of a Facility, which precludes community use, or curriculum use for two or more consecutive days requires the written permission of the Authority's Representative.
- 3.19.11 The Operator Partner must provide an Event Management Plan which will demonstrate how the building and associated areas are managed through the special event programme ie Rushmoor Events with a Corporate presence.

METHOD STATEMENT 1: HEALTH, WELLBEING AND SOCIAL VALUE – Event Management Plan

- 3.19.12 The Operator Partner will take bookings for Blunden Hall, a small community hall in Cove. The hall will be hired by the Operator Partner who will manage bookings, send invoices, carry out the cleaning and some minor maintenance. The Operator Partner will also replace consumable items such as hand soap, paper towels and towel rolls. All income from these bookings will be transferred to the Council.
- 3.19.13 Ticket Agency for local events – The Operating Partner will act as a ticket agent/outlet for local events (including Rushmoor events with a Corporate presence) eg. The annual Donkey Derby, the annual North Camp Summer Fayre, the Victoria Day celebration in Aldershot, the annual Christmas Lights switch-on in Aldershot, other charitable events in the Borough eg Fireworks Spectacular, Picnic in the Park, as instructed by the Council. The number of such events to be included in this contract is 6 per year. Any additional events for which the agency agreement will be required will be subject to negotiation between the Council and the Operating Partner.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.19.14 It is the intention of the Authority that the café area at Farnborough LCH will be used on a regular basis as a venue for evening cultural events (e.g. comedy nights, recitals, art exhibitions etc), taking advantage of its street frontage and providing a café bar experience. The café area will be required for this purpose on a minimum of x evenings per month from approximately 6pm - 11pm. The Authority (or Hampshire Cultural Trust?) will be responsible for selling tickets and promoting the events. The café will not be available for use by non-ticketed customers during these events.
- 3.19.15 The Authority shall notify the Operator Partner of the café bar programme of events quarterly in advance to allow the Operator Partner adequate time to notify all customers and minimise any inconvenience. The Authority shall notify the Operator Partner of any changes to the programme at the earliest opportunity.
- 3.19.16 The Operator Partner will be required to provide operational support for each event including staffing and supervision, cleaning, and ensuring that all statutory licences and arrangements are in place for the safe operation of the event. The Operator Partner shall be required to provide an evening catering and bar service as required which reflects the requirements of the individual event. The Operator Partner shall retain all income from the bar and shall charge the Authority for any catering services provided outside the scope of the existing daytime café offer.

3.20 Non – Sporting Events

- 3.20.1 Facilities within the leisure centres may be used by the Operator Partner to provide a varied and balanced programme of non-sporting events providing that the proposed activity is not of a sensitive nature, is not an activity that might damage the Facility, its fixtures or equipment or detract from the image of the Authority.
- 3.20.2 The Authority should be informed at the time of booking of any such proposed event, reserves the right to cancel any such proposed event and will accept no responsibility for any loss incurred as a consequence of such a cancellation.
- 3.20.3 The Authority reserves the right to reject a booking from organisations with a political affiliation, those are that are linked to pressure groups / lobbying groups whose association, whether direct or indirect with the Authority could result in reputational damage. If there is any doubt, the Operator Partner should refer this to the Authority for approval.
- 3.20.4 The Authority reserves the right to make use of the Facilities as a Polling Station and / or Count Centre as required for Parliamentary, European, Local Government or other Elections or By-Elections or Referenda, and also as a refuge or morgue in the event of an emergency. the Authority shall endeavour to give the Operator Partner reasonable notice of such matters and the Operator Partner shall ensure that all Facilities requested by the Authority are available for the purposes referred to in this condition.

Reporting Requirements

- 3.20.5 The Operator Partner shall submit a Programme of Use for Aldershot Pools and Lido 2 months prior to the Commencement Date and annually thereafter during the Contract Period for the Authority's approval and the Operator Partner's implementation the following Contract Year. The Operator shall submit a Programme of Use for Farnborough LCH 2 months prior to the start of the Main Phase of the contract and annually thereafter, during the Contract Period for the Authority's approval and the Operator Partner's implementation the following Contract Year.
- 3.20.6 A Programme of Use Progress Update must be supplied to the Authority as part of the Monthly Performance Monitoring Report.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.20.7 The Operator Partner shall submit details of any failure to honour any events, functions and hire arrangements that are pre-booked at the commencement of this Agreement as part of the Monthly Performance Monitoring Report.
- 3.20.8 The Operator Partner shall maintain a record concerning actual use of all of the Facilities and activities and shall submit details of the outcome of programming reviews, activity usage, and of any failure to meet the specified Performance Standards, as part of the Monthly Performance Report.
- 3.20.9 The Operator Partner shall undertake an equality impact assessment for any new Service/Facility.

3.21 Pricing

Overall Requirement

- 3.21.1 A pricing scheme that is consistent and aligned to local market rates ensuring that all sections of the community are able to access the Facilities and Health and Well-being Development Programme. The pricing scheme should be designed in a way that best meets the Authority's Strategic Priorities and contributes towards its local Strategic Outcomes.

Performance Standards

- 3.21.2 The current pricing for the Facilities as controlled by the Authority, is set out in Appendix 4 Current Pricing/Fees & Charges.
- 3.21.3 The Operator Partner is free to set prices for all activities, services and memberships providing that a concessionary scheme is offered at the Facilities and for the Health and Well-being Development Programme.
- 3.21.4 The Authority is open to new approaches to pricing, in particular the concessionary scheme. The Operator Partner shall submit its proposed approach to pricing in the Pricing Method Statement 6. This should include casual prices, membership and concessionary prices for each activity.
- 3.21.5 Any variations from Appendix 4 may be proposed and should take place to coincide with the Commencement Date of the contract, the annual pricing review or otherwise by written agreement between the parties.
- 3.21.6 The Operator Partner shall offer a concessionary pricing scheme as an integral element of its membership offer, based on the following principles:

Concession Pricing

- 3.21.7 The Operator Partner's Pricing Policy shall promote the principles of equality of access and sustainability. Usage and attendance by all sections of the local and wider community shall be encouraged through the Operator Partner's Pricing Policy to support delivery of the Authority's Strategic Priorities.
- 3.21.8 Concession pricing aims to support targeted users who may be:
1. in receipt of national or local benefits to address their personal circumstances – often linked to health, income levels or a disability.
 2. inhibited from participating as a result of the price of the activity because they are on a low income
 3. at risk of increasing health inequalities which would reduce their quality of life

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

4. caring for a family member who wishes to take part
5. involved in performance sport (Free Access to National Sports People)
6. at risk of getting involved in anti-social behaviour and the concession is aimed at providing diversionary activities – e.g. subsidised or free holiday schemes.

Table 8:

Example Concessions	Key Considerations
Young people	Free swimming or discounted swimming is often provided to young people but consideration should be given to discounting swimming lessons, to given young people the opportunity to learn a life skill and take advantage of discounted or free swimming.
Over 60's	<p>In many local areas, the over 60's are some of the most affluent in a community. Consideration should be given to those over 60's but who also qualify through being a disabled person, on a low income or who are in receipt of other council benefits.</p> <p>Many over 60's is a target market for leisure services commercially. Given people are living longer, targeted concessions may be considered for older age groups – e.g. over 70's but informed by insight.</p>
Low income	Residents and their families on low income or in receipt of recognised state benefits are a recognised target group who would benefit from concessions. Consideration should be given to what is affordable rather than providing a % discount to the full price.
Disabled people	All recent research highlights the inequalities of access for disabled people and lower participation rates than the general population. In some cases, price may be factor but consideration of other multifaceted barriers need to be addressed.
Public Sector employee discounts	<p>Discounting of specific groups of people such as NHS staff, fire service personnel, local authority staff, military personnel etc is offered by a number of local authorities as part of its concession policy.</p> <p>However, consideration should be given to the need to provide these discounts for public sector employees generally, rather than to specific employees that may make better use or have a greater need for the discounts, Consideration should also be given to veterans as part of the military covenant.</p>
Corporate Users	<p>Normally corporate users receive a discount to target bulk users, where the majority of income from the users is marginal, so attracting these groups can be financially advantageous to the business.</p> <p>These should not be seen as concessions as these individuals are more likely to be capable of paying the standard price but discounting the price can provide additional marginal income that can be used to contribute towards the overall funding of the concessionary policy, albeit that this funding could be greater where corporate discounting is not needed, but corporate sales are delivered.</p>

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.21.9 The above shall get the concession pay and play card for free, 20% discount off the standard rate for activities as a minimum, the benefits detailed in paragraph 3.21.8 and also concessionary priced activities (to be determined by the contractor as per paragraphs 3.21.10-3.21.15).
- 3.21.10 The Operator Partner shall offer a range of membership and payment options including direct debit, annual payments, course payments and casual pay and play.
- 3.21.11 The Operator Partner shall offer a family membership and single parent family membership.
- 3.21.12 Charges for Facilities, activities and services that are not listed in Appendix 4 Current Pricing/Fees & Charges ie non-core prices will be at the Operator Partner's discretion provided they do not in any way inhibit the achievement of the Authority's Strategic Priorities for the Service.
- 3.21.13 The Operator Partner may offer an annual centre membership card.
- 3.21.14 Elite level athletes – FANS (Hampshire-wide Scheme) - The Operator Partner shall ensure that talented sportspeople receive free access to all the sports Facilities included in the contract (Hampshire Scheme FANS).
- 3.21.15 The Operator Partner shall continue to offer pricing promotions to encourage increased use at all periods of the day reflecting work and cultural patterns in the community and demand for Facilities.
- 3.21.16 No charges shall be collected by the Operator Partner in respect of services extending beyond the Contract Period other than those authorised by the Authority during the last year of the Contract Period.
- 3.21.17 The Operator Partner must ensure that all current fees and charges are displayed prominently in the reception area of the Facilities and on the centre websites and as appropriate within the Facilities.
- 3.21.18 The Operator Partner shall operate comprehensive and effective systems for cash and non-cash methods of payment and booking administrative services. The Operator Partner shall also provide a breakdown of number of members for all their membership types e.g. all inclusive, gym only, pay and play by user type e.g. universal credit, care leaver, adult, child etc.

METHOD STATEMENT 4: PRICING – pricing strategy, membership approach, core activities, concession groups, development and promotion of new products and services

Reporting Requirements

- 3.21.19 The Operator Partner must provide proposals for concession pricing as listed in Appendix 4 Current Pricing/Fees & Charges annually to the Authority no later than the August prior to the start of each financial year. Details of other pricing proposals will also be required at this time but for information only. Additional variations can be made with written agreement between both parties.
- 3.21.20 The Operator Partner must submit details of any failure to achieve the required Performance Standards as set out above, as part of the Monthly Performance Report.

3.22 Staffing and Skills Development

Overall Requirement

- 3.22.1 Sufficient and suitably qualified staff to provide the Services, to comply with legislation and industry guidance and to best meet the Authority's Strategic Priorities and contribute towards its wider local Strategic Outcomes.

Performance Standards

- 3.22.2 The Facilities and Health and Well-being Development Programme shall have a sufficient number of suitably qualified staff to provide the Services in a manner which meets all relevant legislation and industry guidance.
- 3.22.3 The Operator Partner shall ensure that:
- A minimum of 1 member of staff to be qualified to Level 4 Cardiac Rehabilitation.
 - All GP Referral instructors to be qualified to Level 3 Cardiac Rehabilitation with an Exercise On Referral Qualification.
 - there is a designated full time suitably qualified Health and Well-being Development Officer on the contract team with responsibility for the Rushmoor Contract only.
- 3.22.4 The Operator Partner is required to have sufficient competent staff within the building during all opening hours to comply with the agreed emergency evacuation procedures.
- 3.22.5 The Operator Partner is required to have qualified personnel head office support (for example Chartered Institute of Personnel and Development).
- 3.22.6 The Operator Partner is required to have a comprehensive set of supporting policies including disciplinary, safeguarding, training, induction processes etc. in accordance with industry best practice.
- 3.22.7 The Operator Partner should have a recognised industry continued professional development programme such as that provided by the Chartered Institute for the Management of Sport & Physical Activity.

Staffing and the transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE)

- 3.22.8 The Operator Partner shall ensure that TUPE is fully adhered to and that the transfer of staff is handled smoothly and sensitively without any disruption to the Service. Staff employed, licensed, or permitted to offer personal training services or to deliver coached activities and courses must be qualified to the appropriate level according to the Governing Body for the sport/activity and in line with any required legislation. The Operator Partner shall ensure that, as a minimum, staffing levels are appropriate to the size of the Facilities and those activities are delivered by suitably trained personnel.
- 3.22.9 The Operator Partner shall fully adhere to and provide written confirmation of compliance with the Modern Slavery Act 2015. See Appendix 19.
- 3.22.10 The Operator Partner shall ensure that the Modern Slavery Act 2015 is fully adhered to.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.22.11 The Operator Partner shall ensure that reception desks are appropriately staffed at all times the Facilities are open to the public. Reception staffing levels and access control procedures at times of peak demand shall be such that Customers are able to gain access without unreasonable delay. Telephone answering times e.g. 0-10 seconds, 10-20 seconds etc shall be reported as part of the Monthly Performance Report.
- 3.22.12 The Operator Partner should aim to employ staff that are representative of the demographic profile of Rushmoor Borough and shall undertake annual workforce monitoring to measure this. Reports from such monitoring shall be provided to the Authority on an annual basis.
- 3.22.13 The Operator Partner shall employ sufficient qualified and experienced staff to ensure a high standard of service and customer care at all times. Accordingly, it will be necessary for the Operator Partner to employ sufficient reserves of staff to provide these high standards in times of sickness, leave, training and other absence from work.
- 3.22.14 The Operator Partner shall keep available and maintain an emergency maintenance back up, qualified to the level of Technical Assistant, with a response time of not more than one hour, for response to any failure of equipment / plant under the Operator Partner's responsibility at all times. A continuous back up available to provide telephone solutions on request, must also be provided.
- 3.22.15 The Operator Partner shall employ sufficient and appropriately qualified staff, coaches and instructors for all activities where coaching or instruction takes place or specific qualifications are required.
- 3.22.16 The Operator Partner will ensure that all coaches and deliverers used meet the minimum standards set out by National Governing Bodies and all qualifications are checked prior to delivery commencing. Any sub-contracted deliverers of activities should be bound by a Service Level Agreement between the Operator Partner and the deliverer to ensure the same standards as set out in this Services Specification and that when required, replacement sports coaches can be found by the deliverer to ensure programmes can continue as planned.
- 3.22.17 The Operator Partner's employment of coaches, instructors, leaders etc. must be in accordance with Sports Coach UK. The Partner Operator must forward copies of certificates for coaches, instructors, leaders etc. to the Authority's Representative upon request.
- 3.22.18 The Operator Partner shall employ staff suitably trained in order to conduct induction training courses for Customers on all exercise equipment in the fitness suite.
- 3.22.19 The Operator Partner shall also employ suitably qualified staff for School Holiday Activity Programmes and the Health and Well-being Development Programme in accordance with relevant legislation.
- 3.22.20 The Operator Partner shall only employ staff that are registered on the Register of Exercise Professionals or equivalent subsequent industry standard for its aerobic/exercise to music sessions. The Operator Partner shall ensure that any transferring staff that are not registered are registered within three months of the commencement date.
- 3.22.21 The Operator Partner shall ensure compliance in respect of all persons employed or seeking employment with the provisions of all employment legislation including equal opportunities, the EU Working Time Regulations, and the National Living Wage.
- 3.22.22 The Operator Partner must meet the Disclosure and Barring Scheme requirements adopted by the Authority as outlined in paragraph 3.22.23 below in relation to all staff employed in relation to the provision of Services including any third-party club or coach.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.22.23 The Operator Partner shall ensure compliance, where relevant, with the local OFSTED registration requirements, the relevant Local Authority's Social Services Department, meeting the standards outlined in National Standards for under 8's Day Care and Child-minding as set out in The Children Act.
- 3.22.24 The Operator Partner shall be entirely responsible for the employment and conditions of service of its employees.
- 3.22.25 The Operator Partner shall be solely responsible for the employment and dismissal of all staff employed at the Facilities and through the Health and Well-being Development Programme, including all payments which may arise under the Employment Protection (Consolidation) Act 1978 and any amendments thereto. The Operator Partner shall at all times be fully responsible for the payments of all salaries, wages, taxes, National Insurance contributions, or levies arising out of employment.

Workplace Wellbeing

- 3.22.26 There are huge benefits for both employers and employees in having a healthy workforce. For employers, organisations that implement wellbeing programmes are likely to experience reduced sickness absence, improved productivity and reduced staff turnover and for employees, such programmes can provide additional opportunities to improve their health and wellbeing and help them flourish in the workplace.
- 3.22.27 The Operator Partner shall:
- sign up to the concept of workplace wellbeing, including HSE Stress Management standards or equivalent
 - undertake a workplace health needs assessment & implements a suitable and ongoing action plan
 - signpost employees to the Access to Work Programme, which can provide support to individuals with disabilities or health condition in work Reference <https://www.gov.uk/access-to-work>
 - provide feedback to Rushmoor Borough Council on the initiatives delivered
- 3.22.28 The Operator Partner must be committed to a programme of continuous professional development that is linked to a nationally recognised accreditation scheme(s) such as CIMSPA or an industry-recognised equivalent. It shall implement a scheme for the continued assessment and development of staff.
- 3.22.29 The Operator Partner shall therefore ensure that, through individual staff training plans where applicable to each role, staff undertake regular training (including refresher and advanced courses) to achieve qualifications relevant to their role. The Operator Partner shall ensure that this is appraised at least annually.
- 3.22.30 The Operator Partner will be fully responsible for all training of staff employed and shall ensure that sufficient, regular training is undertaken to:
- Provide a high-quality service
 - Ensure that all employees and volunteers, providing supervision of activities undertake an induction course which includes ensuring a full working knowledge of Health and Safety responsibilities, procedures of evacuation in case of fire, bomb threats, gas leaks, chemical spillage and electricity blackout and serious injury reporting

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- Ensure staff fitness and awareness to perform all duties required in an efficient and prompt manner
 - Ensure all staff receive regular awareness training in customer care, health and safety, equality and diversity, safeguarding etc. and the special needs of target user groups
 - All staff (including casual staff) to be used by the Operator Partner, at any time, for poolside responsibilities must be qualified to the minimum standards laid down by the Royal Life Saving Society.
- 3.22.31 The Operator Partner shall maintain detailed training records to include attendance at training sessions in line with privacy notice/GDPR specifications.
- 3.22.32 The Operator Partner shall offer apprenticeships (through a qualified training provider), placements and volunteer opportunities to local residents and shall ensure that there is minimum of one apprentice employed in the Facilities and/or Health and Well-being Development Programme at all times during the contract.
- 3.22.33 The Operator Partner shall ensure that appropriately qualified persons or sub-Operator Partner companies carry out all maintenance works.
- 3.22.34 The Operator Partner shall ensure that user data developed and shared through Open Data Institute standards can be analysed by trained staff and reported on to support the Operator Partner and Local Authority in determining the effectiveness of programming and interventions.
- 3.22.35 The Operator Partner shall ensure that specialist staff can provide the analysis and insight to support the development of a programme to reflect the Authority's Strategic Priorities and contribute towards its local Strategic Outcomes.
- 3.22.36 The Operator Partner shall, on request, provide a list of named staff together with details of their necessary professional and technical competence as appropriate to fully discharge the requirements of this Services Specification in a safe and efficient manner.
- 3.22.37 The Operator Partner shall appoint an overall contract manager to be its Operator Partner Representative. The Operator Partner's Representative shall consult with the Authority as often as may reasonably be necessary for the efficient provision of the Services and shall attend meetings on a regular basis.
- 3.22.38 The Operator Partner shall submit written Codes of Conduct for both customers and staff to be approved by an Authority's Representative by the Commencement Date of the contract.
- 3.22.39 The Operator Partner's staff should not conduct or present themselves in any way that, in the opinion of an Authority's Representative, is detrimental to the image or reputation of the Authority, or which would not uphold the professionalism of the Service. This includes wearing the correct uniform at all times on duty.
- 3.22.40 No views should be expressed by the Operator Partner's staff, which could appear to represent the Authority's view of particular issues or policies. Enquiries on such matters which are received from the press must be referred to the Authority's Representative to reply on the Authority's behalf.

Reporting Requirements

- 3.22.41 The Operator Partner shall provide an annual Workforce Monitoring report to the Authority designed to demonstrate the extent to which the workforce is representative of the local demographic profile.
- 3.22.42 The Operator Partner shall submit details of any failure to maintain the required Overall Requirement set out above as part of the Monthly Performance Monitoring Report.
- 3.22.43 The Operator Partner shall report on call answering times for the main reception point for each Facility in the contract as part of the Monthly Performance Monitoring Report.

METHOD STATEMENT 2: STAFFING

3.23 Safeguarding

Overall Requirement

- 3.23.1 All activities and programmes involving young people and vulnerable persons are carried out adhering to legal and best practice safeguarding standards.

Performance Standards

- 3.23.2 All staff delivering Services to or in contact with children and young people and adults at risk must have a Disclosure and Barring Service (DBS) check in line with DBS guidelines. The Operator Partner will be responsible for all costs relating to DBS checks.
- 3.23.3 The Operator Partner must comply with all safeguarding legislation, statutory guidance and Rushmoor Borough 's Safeguarding policy to ensure all children, young people and adults at risk are protected from abuse and neglect. The current policy can be found in Appendix 6 – Safeguarding Children, Young People and Adults at Risk Policy or equivalent.
- 3.23.4 The Operator Partner will be required to submit their safeguarding policy and procedures for review before the Commencement Date of the contract, whenever the policy or procedures are amended and whenever deemed necessary by the Authority during the Contract Period.
- 3.23.5 All new staff are required to undergo safeguarding training prior to commencing work within the Facilities or the Health and Well-being Development Programme.
- 3.23.6 Existing staff are required to have refresher training on safeguarding as a minimum annually or when there are significant changes to legislation or Rushmoor Borough's safeguarding policies.

Reporting Requirements

- 3.23.7 The Partner Operator shall submit details of any failure to maintain the required Performance Standards set out above as part of the Monthly Performance Report.

METHOD STATEMENT 2: STAFFING – Safeguarding policy, standards and legal requirements, reporting and recording concerns, and dovetailing with the Authority’s policies

3.24 Equalities

Overall Requirement

- 3.24.1 The Services provided adopt a holistic and inclusive approach to equality of access and participation for all users, regardless of age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.
- 3.24.2 The Operator Partner shall undertake an Equalities Impact Assessment for any new activity/Facility introduced.

Performance Standards

- 3.24.3 The Operator Partner shall employ sufficient staff, coaches and instructors currently qualified to champion an inclusive approach to the provision of Services with appropriate equality and diversity training, disability inclusion training and specialist training for staff delivering instruction or classes.
- 3.24.4 All new staff are required to undergo equality and diversity training and disability inclusion training prior to commencing work within the Facilities or the Health and Well-being Development Programme. This should also include all head office staff that visit public facing areas, and specialist Operator Partners involved in the delivery of Services.
- 3.24.5 All staff delivering Services are required to undergo regular (at least once every two years) equality and diversity training and disability inclusion training.
- 3.24.6 The Operator Partner will be required to submit their Equalities Policy for review before the commencement of the contract, whenever the policy is amended and whenever deemed necessary by the Authority during the Contract Period.
- 3.24.7 The Operator Partner shall be required to undertake equalities monitoring of its staff and of users of the Services, at least annually and in accordance with all relevant data protection legislation.
- 3.24.8 The Operator Partner should where appropriate implement guidance on equalities provided by National Governing Bodies including but not limited to:
- Sport England
 - Activity Alliance
 - WheelPower
 - British Swimming
 - British Cycling
 - Badminton England
 - Reporting Requirements
- 3.24.9 The Operator Partner shall submit an annual Equalities Monitoring Report to the Authority providing a breakdown of equalities information relating to staff employed and users of the Services.
- 3.24.10 The Operator Partner shall submit details of any failure to maintain the required Performance Standards set out above as part of the Monthly Performance Report.

3.25 Cleaning and Housekeeping

Overall Requirement

- 3.25.1 Facilities that are maintained to a high level of cleanliness so as to provide a healthy, high quality and safe environment for all customers, allowing for efficient and effective operational use of the Facilities and promoting a positive image of the Facilities at all times.

Performance Standards

- 3.25.2 The Operator Partner shall provide cleaning services in the Facilities as required over the Contract Period to meet the overall requirement described in Section 3.27.
- 3.25.3 The Operator Partner shall be aware, and factor into its Cleaning Schedule, that some cleaning requirements may, of necessity, require to be undertaken outside the public opening hours or need to be more intensive when events dictate e.g. on open days/special events.
- 3.25.4 The Operator Partner will ensure that cleaning schedules are designed to meet cleaning requirements during peak periods.
- 3.25.5 The Operator Partner shall ensure that the Facilities are consistently maintained to the standard of cleanliness set out above. The Operator Partner shall determine the precise nature of cleaning required in each centre depending upon the design, interior fitment and decoration of the building and usage level.
- 3.25.6 The Operator Partner shall determine the cleaning frequency for each area within the Facilities.
- 3.25.7 The Operator Partner shall be responsible for litter picking, bin emptying and removal of dirt, debris, weeds and leaves in the car park at Aldershot Pools and Lido. The Operator Partner shall be responsible for litter picking, bin emptying and removal of dirt, debris, weeds and fallen leaves within the Skate Park, Play Area and leisure centre street frontage area at Farnborough LCH. The Operator Partner shall comply with the Government Code of Practice on Litter and Refuse.
- 3.25.8 The following standards are required to be met by the Operator Partner:

a) Routine Cleaning

The Operator Partner shall carry out routine (planned) cleaning at times that causes minimal or no disruption to the use of the areas being cleaned. The Operator Partner shall supplement routine cleaning with continuous and spot cleaning to achieve a consistently high quality of cleanliness / finish at all times. The Operator Partner shall carry out other non-routine cleaning in order to achieve the required Overall Requirement.

b) Reactive Cleaning

The Operator Partner shall provide non-routine (reactive) spot cleaning requirements on a continual basis as required in all the Facilities. They shall ensure that the Facility is comprehensively monitored for non-routine cleaning and this cleaning is undertaken as and when necessary and in accordance with the agreed procedures for reactive cleaning as set out in the Operator Partner's Quality Management System.

The Operator Partner shall ensure that all cleaning materials and equipment are appropriate for the job required and are used in accordance with the manufacturer's instructions, British Standards and relevant health and safety requirements.

c) Deep and High-Level Cleaning

The Operator Partner shall develop a robust schedule of 'deep and high-level cleaning' to maintain the required standards of cleanliness. This should include high level cleaning and deep cleaning of Facilities both internally and externally.

If, in the opinion of the Authority's Representative, standards of cleanliness or hygiene fall below an acceptable level, the Operator Partner shall be required to rectify this as soon as practicable.

Reporting Requirements

- 3.25.9 As part of the on-going capture of customer satisfaction, the Operator Partner will provide robust information on customer satisfaction with cleanliness of each of the Facilities.

METHOD STATEMENT 5 – MAINTENANCE – approach to keeping the Facilities clean

3.26 Food and Beverages

Overall Requirement

- 3.26.1 A high quality, value for money, food and beverage service that offers a range of appetising and nutritious food and drink to customers including a full range of healthy food options.
- 3.26.2 Provision of a limited range of foods that are high in salt, sugar and saturated fats.
- 3.26.3 Clear guidance using a traffic light system (or similar) on the relative levels of salt, sugar and saturated fat in all food items.

Performance Standards

- 3.26.4 The Operator Partner shall ensure that high quality, value for money catering and vending services are provided at each Facility unless otherwise agreed with the Authority.
- 3.26.5 The catering activities which shall be undertaken by the Operator Partner include but are not limited to:
- Compiling a nutritionally well-balanced menu to primarily feature healthy food and drink and ability to cater for special dietary requirements
 - Offering a range of meals, snacks and beverages which address the needs of all user groups, reflecting current trends with daily specials and seasonal variations
 - Ensuring that all menus are reviewed on at least an annual basis
 - Providing a counter service of food and beverages
 - Providing a catering service for children's parties including healthy party food options at no additional cost
 - Providing a bar and catering service for evening cultural events held in the café area at Farnborough LCH
 - Providing vending machines offering a wide range of hot and cold drinks and light snacks; the focus should be on healthy food and drink options with a / limited selection of confectionery

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- Ensuring that locally produced and sourced ingredients are used where possible
 - Provision of free water fountains in all Facilities
- 3.26.6 The Operator Partner shall provide a comprehensive food and drink selection that caters for different groups of customers as well as different dietary requirements including provision for:
- NGBs, elite athletes and sports coaches
 - Community, club, disability and school customers
 - Commercial customers such as conference delegates
 - Staff members and volunteers
 - Group/ individual visitors and spectators
 - Vegetarians, vegans and persons with particular dietary needs e.g. gluten-free
 - Diverse cultural and religious background of customers
 - Customers at special functions such as events, celebrations etc.
- 3.26.7 The Operator Partner shall obtain and / or renew licences as necessary for the provision of the food and beverage services.
- 3.26.8 The Operator Partner may sub-contract food and beverage services including vending.
- 3.26.9 The Operator Partner shall ensure that a healthy, balanced menu is offered that is updated frequently. The Partner Operator shall ensure that the marketing associated with the catering Facilities focuses on and promotes healthy eating options and links to local healthy eating campaigns and key health messages identified through Public Health agencies.
- 3.26.10 The Operator Partner shall promote and develop healthy food and beverage products by:
- linking calorific intake to activity levels for a balanced life style with clear labelling;
 - ensuring food and beverage offers are based around healthy options and choices, using this as an opportunity to educate and promote the benefits of healthy eating to our customers and the general public; and-
 - promoting a new attitude towards healthy eating with a responsible approach to educating customers.
- 3.26.11 The Operator Partner must adhere to other policies regarding appropriate places for consumption (away from activity areas) and sale of inappropriate products such as chewing gum.
- 3.26.12 The Operator Partner must comply with all relevant food safety/hygiene legislation.
- 3.26.13 The Operator Partner will be expected to obtain a rating of 5 from the National Food Hygiene Rating Scheme within 12 months of the Commencement Date for Aldershot Pools and Lido and within 12 months of the Main Phase of the contract commencing for Farnborough LCH.
- 3.26.14 The Operator Partner shall ensure that food handlers have appropriate food hygiene training and are qualified to a minimum level 2 Food Safety and Hygiene for Catering. Regular food hygiene training for staff must be undertaken.
- 3.26.15 The Operator Partner shall ensure that trays, litter and other debris shall be cleared away and tables wiped periodically to provide a tidy and clean environment at all times.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.26.16 The Operator Partner shall ensure that as a minimum the catering services shall be subject to an annual hygiene inspection (if requested) by the Authority's Environmental Health team.
- 3.26.17 The Operator Partner shall ensure that catering service efficiency is measured as part of the on-going collection of customer feedback. The Operator Partner shall ensure that the catering equipment, crockery and eating utensils are maintained in a clean, functional and hygienic condition, in compliance with all applicable health and safety regulations.
- 3.26.18 The Operator Partner shall ensure that the provision of the catering service complies in all respects with relevant health and safety regulations. The Operator Partner shall ensure that appropriate safe methods of work i.e. risk assessments are in place and all staff shall have access to relevant information relating to health and safety and risk assessments.
- 3.26.19 The Operator Partner shall ensure that all accidents and near misses are recorded in accordance with health and safety regulations and its own procedures and in accordance with O Health and Safety Management.
- 3.26.20 The Operator Partner shall, wherever possible, make use of locally sourced produce and suppliers to contribute to the local economy and improve sustainability.
- 3.26.21 All vending machines must provide healthy choice options and provide cost incentives to encourage making healthy choices.
- 3.26.22 The Operator Partner shall raise awareness of the locations of existing drinking fountains across the sites. In Year 1 of the contract the Operator Partner shall review the number of existing drinking fountains at Aldershot Pools and Lido and submit proposals to the Authority to increase this provision.

Reporting Requirements

- 3.26.23 The Operator Partner shall submit details of any failure to maintain the required Performance Standards set out above as part of the Monthly Performance Report.

3.27 Marketing, Consultation and Communication

Overall Requirement

- 3.27.1 An approach to Marketing, Consultation and Communication that promotes the Facilities and the Health and Well-being Development Programme in a way that best meets the Authority's Strategic Priorities and contributes towards local Strategic Outcomes.
- 3.27.2 The Operator Partner shall provide a marketing officer within their contract team with the appropriate professional qualifications and a sound understanding of public sector services; a shared resource with another local contract is acceptable.
- 3.27.3 The Marketing Officer shall develop and supply:

• **MARKETING**

- Detailed marketing strategy and communications plan annually for each site. Strategy to include market research: competitor and SWOT analysis, target audiences and monthly action plans to increase membership and support community-based initiatives developed by Council
- Site Strategy to be aligned to Council's wider vision and objectives in terms of service delivery
- Branding guidelines to be defined in partnership with the Council. (See Appendix 8). Approval process with Council.
- Reporting: monthly marketing report outlining marketing activities - current month and planned for next month (including print, online and social media activity)

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- KPI/measurement of marketing campaigns and social media engagement
- **MEDIA COMMUNICATIONS AND PUBLIC RELATIONS**
 - Dissemination of information during mobilisation, refurbishment and construction (all communications to be shared between parties before release)
 - Communication of unpopular decisions or issues affecting customers or Council
 - Notification of inability to resolve a complaint such that the customer may contact the Council. NB: this does not assume that the Operator is at fault
 - Method to deal with major incident/accident
 - Steps taken to manage potential reputational damage to the operator and Council in case of major incident/accident
 - Regular dissemination of positive stories and PR
- **CUSTOMER EXPERIENCE MANAGEMENT**
 - Yearly customer survey programme (online survey, face-to-face and focus groups)
 - Social media management and measurement of social media engagement (repeated from 4.)
 - How to ensure participation in community-based projects/courses/initiatives
 - Measurement of membership referrals
- **ENVIRONMENTAL, WASTE AND PEST CONTROL MANAGEMENT** Noise control and PR messages around noise control
 - Eco policies – recycling, energy efficiency etc and communications around recycling and waste management
- **MOBILISATION FOLLOWING APPOINTMENT** Communications regarding sales, marketing and membership
- **GENERAL DATA PROJECTION** Photography policy
- **SUSTAINABILITY**
 - Travel plan incentives/promotions
 - Initiatives to reduce carbon footprint

Performance Standards

- 3.27.4 The Operator Partner shall be required to market and promote the Services by means of the complete range of marketing communications tools at their disposal.
- 3.27.5 The Operator Partner shall develop a Marketing Plan for the Facilities and the Health and Well-being Development Programme to ensure that existing and potential Customers are made aware, through a wide range of channels, of the Services being offered and are encouraged to use and re-use the Services. This plan shall promote community services alongside 'commercial' activities.
- 3.27.6 The Marketing Plan shall identify the approach to Marketing to be undertaken by the Operator Partner to attract and retain user resulting in increased exercise participation, particularly amongst those from target groups that have been identified as less active or inactive.
- 3.27.7 The Operator Partner is required to work with the Authority and its partners in the delivery of the Services. This will include a requirement for the Operator Partner to manage all display areas within Farnborough LCH (with the exception of display areas designated to Key Users (Hampshire County Council and Hampshire Cultural Trust)) and Aldershot Pools and Lido including those used for cross-venue selling, proactively requesting and updating material for inclusion.

- 3.27.8 The Authority will retain responsibility for provision and location of banners on the Farnborough LCH and Aldershot Pools and Lido sites, and the Operator Partner shall be responsible for their proper maintenance and display i.e. re-hang if come down in bad weather and ensure no unauthorised removal.
- 3.27.9 The Operator Partner will be responsible for monitoring the publicity material displayed by non-commercial organisations hiring of the Facilities to ensure material is up to the standard agreed by the Authority and Operator Partner, and that permission is requested by clubs and hirers in the first instance.
- 3.27.10 The Operator Partner shall not charge non-commercial organisations which hire Rushmoor Farnborough LCH and Aldershot Pools and Lido for on-site publicity.
- 3.27.11 Branding is an important element of the Services and there is a requirement to implement a modern approach to branding that is compatible and complimentary to the Authority's corporate image and Strategic Priorities and uses the Authority corporate logo. (See Appendix 5).
- 3.27.12 The Operator Partner will be required to install the necessary ICT capacity to enable it to use the latest relationship and digital marketing techniques including a website with booking and transactional capability, mobile phone apps, social media, electronic advertising boards and targeted communications including email and texting.
- 3.27.13 The Operator Partner shall ensure that the Authority has the ability to put up banners/promotional material free of charge on site at locations to be agreed. The Operator Partner shall also make slots available to the Authority free of charge on any electronic marketing boards installed. Proposals for these elements should be included in **Method Statement 3: Marketing**.
- 3.27.14 The Operator Partner will support the Hants and IOW CSP – Energise through promoting their activities and supplying them with updates on the Operator Partner's programmes.
- 3.27.15 The Operator Partner must ensure that the Service has strong branding which links to the Authority's Strategic Priorities and enhances the reputation of the Authority. This should incorporate the Facilities and the Health and Well-being Development Programme.
- 3.27.16 The Operator Partner shall develop, maintain and improve the standards and the quality of the presentation of the Services in order that all available and potential resources are used effectively. The Operator Partner shall ensure that the Marketing Plan is used as a key tool in promoting usage of and access to the Facilities and increasing commercial and brand awareness of the Facilities.
- 3.27.17 The Operator Partner shall ensure that the materials and channels produced for marketing should reflect the Authority's objective to raise the profile of the Facilities and increase participation in sport and physical activity.
- 3.27.18 The Operator Partner should have a digital marketing platform that is used to communicate targeted messages to specific groups or localities.
- 3.27.19 The Operator Partner shall ensure that the Marketing Plan is prepared in consultation with and approved by the Authority.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.27.20 The Operator Partner shall ensure that the Authority's name and logo appears and is of equal size and prominence as the Operator Partner's logo on external signage, signage in reception areas and all promotional mediums including web sites and published material relating to the Service. (See Appendix 5)
- 3.27.21 The Operator Partner must have a planned approach to relationship and digital marketing and carry out full evaluations of this including website hits, downloads, open email etc.
- 3.27.22 The Operator Partner shall ensure that the names and photographs of the Operator Partner's Representative, Facility Managers and other senior staff must be prominently displayed at all times, in a prominent location close to the entrance to the Facilities and in full view of customers.
- 3.27.23 Should the Operator Partner wish to enter into third party sponsorship / advertising agreements/ promotion, such arrangements must be approved in advance in writing by the Authority, and in particular before the third party's name can be displayed in the Facilities. (See paragraph 3.29.29)
- 3.27.24 The Operator Partner shall ensure that at all times the Service is open there is always printed information available on the opening hours of the Facilities, Services, activities and prices.
- 3.27.25 The Operator Partner shall ensure that this information is also made available to all local Tourist Information Centres, other departments of the Authority, other sports Facilities throughout the Rushmoor Borough area, all public libraries and, where appropriate, to local clubs and organisations.
- 3.27.26 The Operator Partner shall ensure that no publicity material or notices are produced or displayed in hand written form.
- 3.27.27 The Operator Partner shall ensure that all standards laid down by the Advertising Standards Local Authority and Trading Standards Board are adhered to at all times.
- 3.27.28 The Operator Partner shall provide appropriate versions of published materials for people with protected characteristics as defined in the Equality Act 2010.
- 3.27.29 The Operator Partner may, with the Authority's prior written approval in accordance with this Agreement, sell a limited amount of advertising space within the Facilities. The Operator Partner shall not negotiate any agreement with any third party beyond the Expiry Date of this Agreement.
- 3.27.30 The Operator Partner will promote joint programmes set up with Key Users and partners and promote partner websites through web links at no charge to the partner.
- 3.27.31 the Authority reserves the right to make use of appropriate display space within the Facilities, free of charge, for promotional and publicity material.
- 3.27.32 The Operator Partner shall, from time to time, be expected to support activities being run by the Authority either through cross-promotion or by being present at an event.
- 3.27.33 The Operator Partner shall ensure that club notice boards are retained and clearly named, and that no information shall be displayed outside of the notice board area.
- 3.27.34 The Operator Partner shall ensure that no publicity material whatsoever is affixed to walls, doors, glass or any surface with clear adhesive tape or adhesive putty e.g. blue tack.

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

- 3.27.35 The Operator Partner may seek sponsorship for events and activities. the Authority reserves the right to veto any sponsorship, which could result in reputational risk / damage to the Authority or conflicts with any current sponsorship arrangements. Any potential sponsorship or initiatives the Operator Partner may wish to enter into must be authorised by the Authority in writing.
- 3.27.36 The Operator Partner shall ensure that no advertising/publicity material likely to cause offence to or mislead the public, or cause embarrassment to the Authority is used. the Authority retains the right to veto any advertising or promotional material, which is likely to breach this condition, and the Operator Partner shall remove such material immediately. the Authority accepts no responsibility for any loss incurred as a consequence of the removal of such material.
- 3.27.37 The Operator Partner shall ensure that any event which may negatively affect the reputation of the Authority is reported within one hour of the event occurring.
- 3.27.38 The Operator Partner shall adopt a partnership approach to external communications by submitting draft copies of relevant any press releases or media statements to the Authority for approval prior to them being issued. the Authority shall be permitted to include a statement from its own officers or Elected Members as part of the communication if deemed relevant.
- 3.27.39 The Operator Partner shall include an opt in tick box for all their membership application forms for customers to receive marketing material relating to the Authority's leisure services / activities. The Operator / Partner shall supply a database to the Authority of those who have opted in on a frequency to be agreed. All material developed and used must be GDPR compliant.
- 3.27.40 The Operator Partner shall ensure that compliance with the Marketing Plan is assessed annually.

METHOD STATEMENT 3: MARKETING – marketing plans, promotion, promotional material, communication with target groups, working with the authority, branding

Reporting Requirements

- 3.27.41 The Operator Partner shall ensure that a Marketing Plan is submitted to the Authority in accordance with the Meetings and Reporting requirements in this Specification.
- 3.27.42 The Operator Partner shall ensure that a report on progress against the Marketing Plan and any failure to deliver the Overall Requirement set out above is submitted as part of the Monthly Performance Report.

3.28 Data and ICT Management

Overall Requirement

- 3.28.1 The provision of a robust, innovative Information and Communications Technology (ICT) system which enables a high quality of customer service and can comprehensively report on customer profiles and visit behaviour. This will enable the Operator Partner and Local Authority to effectively measure the Operator Partner's performance in meeting the Authority's Strategic Priorities and contribution towards wider local Strategic Outcomes through the measurement of Performance Indicators.
- 3.28.2 The Operator Partner shall ensure that fully functioning and efficient ICT systems are maintained throughout the Services during the Contract Period.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.28.3 The Operator Partner shall be the Data Controller for all customer Personal Data. The data must be transferred in full to the Authority at the end of the contract at no cost to the Authority and the Operator Partner may not make copies or store the data for its own subsequent use.
- 3.28.4 Participation data should be shared openly in compliance with Open Data Institute (ODI) data standards. The main booking system should work on common ODI data standards.
- 3.28.5 The Operator Partner shall ensure that all onboarding and offboarding of data and the processes therein are fully documented inclusive of data formats, standards and incurred costs if applicable.
- 3.28.6 The Operator Partner is encouraged to participate in initiatives such as Open Active <https://www.openactive.io>
- 3.28.7 The Operator Partner's ICT system must have, as a minimum, the following capability:
- On-line bookings and payments (membership and bookings), block bookings and Facility hire
 - Pitch hire capability for 2 x 3G pitches on the Lido site
 - A membership system which allows authorised entry into designated areas regardless of where the membership was initially taken out by the customer (subject to membership status)
 - Usage and membership tracking enabling the Partner Operator to track participation and collect the information required for the Key Performance Indicators. This also includes tracking usage of target groups and postcode analysis to enable tracking of participation by underrepresented groups and residents from priority areas in a manner that is lawful and in accordance with Data Protection Legislation.
 - Real time tracking of income and expenditure
 - On-line training and web performance
 - Secure data import/export processes in line with data standards
 - Comprehensive database of customer groups accessible by authorised staff at all customer reception points.
- 3.28.8 The Operator Partner shall ensure that all onboarding and offboarding of data and the processes therein are fully documented inclusive of data formats, standards and incurred costs if applicable.
- 3.28.9 The Operator Partner's ICT system must be flexible, mobile-friendly, and reflect modern technology. All customer facing solutions must follow standard practices (secure webpages, payment protection, accessibility standards, cross platform support etc)
- 3.28.10 The Operator Partner must ensure that all data is protected through appropriate security protocols and related legislation; in particular, The Data Protection Act (2018), General Data Protection Regulation (EU) 2018 and Freedom of Information Act (2000) and any subsequent legislation relating to the management and use of data.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.28.11 The Operator Partner must ensure the safeguarding of customer data and that all staff with access to the data are appropriately screened as highlighted in the safeguarding policies of the Authority highlighted in Appendix 14. The Operator Partner must ensure and be accountable for and be able to demonstrate full compliance with Data Protection Legislation.
- 3.28.12 The Operator Partner shall ensure that its administration and finance systems are digitally based and compatible with the Authority's systems (e.g. Microsoft Office to facilitate data sharing when needed, and to ensure that all data analysis is produced in compatible formats).

Reporting Requirements

- 3.28.13 The Operator Partner is required to make best use of its ICT systems to report on the Key Performance Indicators linked to the Authority's Strategic Priorities and contribution towards wider local Strategic Outcomes.
- 3.28.14 The Operator Partner shall submit details of any failure to maintain the required Performance Standards set out above as part of the Monthly Performance Report.
- 3.28.15 Should the Authority wish to analyse any specific ICT reports, the Operator Partner must produce the relevant report within seven business days from the initial request.

3.29 Health and Safety Management

Overall Requirement

- 3.29.1 Services that fully comply with all relevant Health and Safety legislation, guidance and recognised industry best practice e.g. COSHH, Legionella etc.
- 3.29.2 Services that implement continuous improvement of Health and Safety management, capturing and implementing learning and good practice throughout the period of the contract.

Performance Standards

- 3.29.3 The Operator Partner must provide one member of staff per site who will act as the "Appointed Person" for Health and Safety. This person must hold the NEBOSH National Certificate in Health and Safety or equivalent and must act as the contract person for all matters relating to health and safety. The Operator Partner shall comply with all relevant Health and Safety legislation including the Health and Safety at Work etc. Act (1974) as the Employer.
- 3.29.4 All health and safety documentation shall be available for inspection by the Authority or other authorised bodies/persons at any time.
- 3.29.5 The Operator Partner shall review all new, updated and existing relevant guidance relating to the management of health and safety in sports and leisure Facilities and Services.
- 3.29.6 The Operator Partner shall submit a Health and Safety Policy including the following written documents within the first three months of the Contract Period:
- Written policy on all appropriate safety training
 - Written policy for staff in reporting / dealing with violence
 - Written policy on incidents and accidents
 - Managing Health and Safety in Swimming Pools
 - Risk Assessments
 - Codes of Safe Working Practice

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

- COSHH
- Legionella

N.B EAP/NOP must be in place prior to the Commencement Date of the contract for Aldershot Pools and Lido and prior to the start of the Main Phase of the contract for Farnborough LCH.

- 3.29.7 All of the above documents shall be reviewed by the Operator Partner at least annually or on the introduction of new legislation or working practice, or on the introduction of new equipment or working practices.
- 3.29.8 The Operator Partner shall comply with all relevant regulations including the requirements of the Management of Health and Safety at Work Regulations 1999, and in particular, the duty to make suitable and sufficient Risk Assessments of all the hazards associated with the premises, operations and Services under their control.
- 3.29.9 The Operator Partner shall carry out as a minimum (more frequently if 3.31.10 applies) annual risk assessments for the Facilities and provide written evidence to the Authority that these have been undertaken. Given there are so many on-site risk assessments, the Operator Partner shall compile a list of all risk assessments, and then sign and date the list following each review and send a copy to the Authority. (see Paragraph 3.29.8)
- 3.29.10 The Operator Partner shall carry out risk assessments and review or revise them:
- if there is an accident or incident where a change is required to prevent a recurrence;
 - if a new task (for staff) or activity (for members of the public) is introduced where a new risk assessment is required before commencement;
 - before all new items of equipment are purchased; or
 - if a change to the Facilities is planned where new / revised arrangements for its safe use will be needed (See Appendices 11a and 11b); and when there is a change of personnel carrying out the task.
- 3.29.11 The Operator Partner shall complete annual fire risk assessments. These shall be reviewed and updated whenever necessary. The Operator Partner shall ensure that copies are available to all staff and for inspection by the Council at all times.
- 3.29.12 The Operator Partner shall provide safe working procedures for all activities including equipment, cleaning and rigging/de-rigging undertaken by staff or contractors.
- 3.29.13 The Operator Partner shall ensure that all staff, agents or suppliers who may be required to enter the Facilities are fully aware of all relevant rules and procedures concerning safeguarding, health and safety at work and fire risk and precautions.
- 3.29.14 This includes the relevant sections of a COSHH assessment and the regular recording and “signing-in” of sub-Operators their role and work undertaken.
- 3.29.15 The Operator Partner shall ensure that all surface water and other liquid spillage within internal and external areas causing dangerous floor surfaces is dealt with immediately on identification of the problem and signed appropriately.
- 3.29.16 The Operator Partner shall commission an annual survey of the external Play Area and Skate Park at Farnborough LCH by a suitably qualified and reputable independent specialist contractor. This survey will look at vandalism, minor and major wear, long term structural problems, changes in Standard compliance and design practice, and risk assessment.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.29.17 A copy of all reports will be made available to the Authority's Representative. An annual maintenance programme for repair and replacement of equipment shall be provided and implemented by the Operator Partner.
- 3.29.18 The Operator Partner will ensure the safe operation of the Skate Park and Play Area and comply with the standards detailed in the Authority Play Strategy. The Operator Partner will also be required to carry out daily, weekly and periodic inspections of the Skate Park and Play Area. The scope and reporting format for these inspections must be agreed with the Authority. Staff undertaking this task will be required to hold a basic training qualification in playground inspections through RoSPA.
- 3.29.19 The Operator Partner shall comply with all requirements of the Health and Safety (First Aid) Regulations 1981 as amended, including the provision and maintenance of adequate equipment, Facilities and first aid personnel.
- 3.29.20 The Operator Partner will ensure that First Aiders are appropriately trained and retrained as required, and that both employees and customers are adequately informed of the arrangements made in connection with First Aid.
- 3.29.21 The Operator Partner shall physically check the First Aid equipment and supplies weekly and shall ensure that a record of such checks is available for inspection by the Council. The Operator Partner shall provide and maintain defibrillators at each site to the same standard of rigour. N.B. The Operator Partner shall ensure defibrillators are available at each site.
- 3.29.22 The Operator Partner shall ensure that a formal assessment of the 1st aid requirements for the Facilities is carried out and that the appropriate number of trained First Aiders are on site at any time.
- 3.29.23 The Operator Partner shall display the names of the appointed first aiders in a prominent position on the wall in the reception area at each Facility.
- 3.29.24 The Operator Partner shall ensure that all staff are competent and adequately equipped to undertake all health and safety responsibilities relevant to their individual roles and duties.
- 3.29.25 The Operator Partner shall maintain a record of all training undertaken by staff with respect to health and safety training.
- 3.29.26 The Operator Partner shall include health and safety training in the staff induction programme and provide appropriate refresher training in accordance with industry guidance.
- 3.29.27 The Operator Partner shall ensure that all signs relating to exits and fire exits are to the standards required by health and safety Legislation and the requirements of Fire and Licensing Officers in respect both of general operation and of special events. For the avoidance of doubt, The Operator Partner shall be the 'responsible person' as defined by the Regulatory Reform (Fire Safety) Order 2005.
- 3.29.28 The Operator Partner shall repair any damaged health and safety notices with immediate effect.
- 3.29.29 The Operator Partner shall ensure that all exits are cleared of rubbish and debris and are checked regularly as part of daily inspections by duty managers.
- 3.29.30 The Operator Partner shall ensure compliance with the Authority insurance requirements as follows:
- 3.29.31 All designated bin areas must be kept locked or the bin itself must have a lockable lid. Any on site skips on site must be located at least 10m away from the building.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.29.32 The Operator Partner shall adequately control any possible infectious diseases with respect to:
- Air conditioning and ventilation systems.
 - Showers, toilets and hot water systems.
 - Pest control.
 - Food
- 3.29.33 The Operator Partner will oversee and implement all necessary precautions to prevent or control Legionella ensuring compliance to The Prevention or Control of Legionellosis (including Legionnaires Disease) – Approved Code of Practice L8 (2013). (See Section 4)
- 3.29.34 The Operator Partner must maintain records of precautionary measures carried out and of monitoring results. If monitoring shows an increased level of risk, or changes are made to a system or the way it is operated, the Operator Partner must inform the Authority's Representative and, if necessary, carry out a new risk assessment.
- 3.29.35 The Operator Partner shall produce a written statement of General Policies in accordance with the provisions of the Health and Safety at Work etc. 1974.
- 3.29.36 The Operator Partner shall ensure that all employees have access to the statement of General Policies and understand its contents on the first day of the start of employment and that all employees have access to all other relevant documents concerned with the Health and Safety at Work Act. To this end, the Operator Partner shall issue all employees with a written list of all relevant documents together with a note of where these documents are kept within 7 days of the start of their employment.
- 3.29.37 The Operator Partner shall provide sufficient numbers of qualified employees to be present at all operating times across the Facilities to ensure the safety of employees, customers and sub-operators.
- 3.29.38 The Authority's Representative retains the absolute right to, at any time, issue instructions to the Operator Partner prohibiting unsafe practices and, if necessary, require the closure of any Facility or building in the interests of Health and Safety.
- 3.29.39 Any Facility or equipment in an unsafe condition shall be withdrawn from use immediately and equipment stored safely until the necessary repairs can take place.
- 3.29.40 The Operator Partner shall notify to the Authority all defects or defacement to plant and equipment which affect or may affect the health and safety of employees, customers and other visitors to the centres within one Business Day of their occurrence, together with any action taken to repair, withdraw from use or replace the plant or equipment.
- 3.29.41 The Operator Partner shall permit access at all times during the Minimum Opening Hours to all areas of any Facility by the Authority, any relevant corporate health and safety advisor, Licensing Officer, Environmental Health Officer, Fire Officer or officer of the Health and Safety Executive that has responsibility for matters concerned with health and safety or for the purpose of inspecting plant and equipment.
- 3.29.42 The Operator Partner will inform the Authority's Representative by the quickest practicable means, of any visit, inspection, or inquiry made by any Enforcement Authority (HSE / Local Authority / Fire Officer etc.) in connection with their undertaking, and of any subsequent enforcement action, including informal advice.
- 3.29.43 The Operator Partner shall ensure that all aspects of the Personal Protective Equipment Regulations 2002 are adhered to.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.29.44 The Operator Partner shall set out the levels, types and quantities of protective clothing and equipment to be provided for each building. The Operator Partner shall also detail the frequency with which all protective clothing and equipment shall be replaced. Records of issue to employees shall be kept by the Operator Partner and made available for inspection by the Authority when required.
- 3.29.45 The Operator Partner shall at all times ensure compliance with maximum occupation levels for each area within the Facilities as stipulated in the Fire Risk Assessment, and/or Public Entertainments Licence if applicable.
- 3.29.46 The Operator Partner shall monitor safe occupancy levels bearing in mind the numbers and qualifications of staff on duty at the time and the nature of the activity taking place.
- 3.29.47 The Operator Partner shall control public throughput of the Facilities to a level that does not jeopardise the safety of customers, reduce hygiene standards or compromise the provision of a quality service.
- 3.29.48 The Operator Partner shall ensure that an induction session is carried out for all fitness gym customers. If the customer is an experienced fitness gym user and is unwilling to undertake an induction, the customer must sign a disclaimer stating that they are an experienced gym user and do not require an induction.
- 3.29.49 The Operator Partner shall keep records of induction sessions and make them available for inspection by the Authority when required.
- 3.29.50 The Operator Partner shall complete a registration pack in accordance with OFSTED requirements for all customers of the Children's Holiday Schemes. The Operator Partner shall carry out suitable and timely risk assessments for all Children's Holiday Schemes.
- 3.29.51 The Operator Partner shall submit detailed procedures and action plans to deal with evacuation and emergency procedures for all buildings and shall inform the Authority in writing of any subsequent alterations necessary because of changes in legislation, changes in the Facility or improvements to the procedures.
- 3.29.52 The Operator Partner shall provide all staff, where necessary, with instructions regarding emergency procedures, fire procedures including check / inspection and test procedures. The Operator Partner shall ensure that all staff are fully conversant with such procedures and use of emergency equipment.
- 3.29.53 The Operator Partner shall enforce strictly all fire safety regulations and shall carry out practice evacuation drill at least every 6 months and maintain records of staff taking part and time taken for evacuation, and regular checks on firefighting equipment, including an annual service of such equipment by a recognised company. (See Appendix 9).
- 3.29.54 The Operator Partner shall ensure that hazardous materials or equipment at the Facilities, which are to be used in the provision of the Services are kept under proper control and safekeeping, are properly and clearly labelled on their containers, and comply with the relevant Control of Substances Hazardous to Health Regulations 2002.
- 3.29.55 The Operator Partner shall provide staff with written COSHH procedures. The Operator Partner must also ensure COSHH data sheets and assessments are easily accessible within the lockable storage areas at each Facility, for ease of reference should an accident involving any chemicals occur.
- 3.29.56 The Operator Partner shall ensure that all cleaning materials and equipment are appropriate for their required function and are used in accordance with the manufacturer's instructions, British Standards, and relevant Health and Safety Legislation, particularly Control of Substances Hazardous to Health Regulations 2002.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 3.29.57 The Operator Partner shall be responsible for ensuring compliance with all relevant legislation, recommendations, regulations or Acts of Parliament with respect to the reporting of accidents, injuries, dangerous occurrences and diseases. This will include maintenance of all documentation, and notification to the HSE or Enforcing Authority in accordance with RIDDOR.
- 3.29.58 The Operator Partner shall maintain comprehensive records of:
- All accidents and incidents involving staff, members of the public and sub-Operator Partners – to be reported to a nominated member of staff who shall complete the appropriate accident form before leaving the Facility.
 - Evacuations and incidents occurring at the Facilities.
 - Records of reports made in accordance with Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).
- 3.29.59 The Operator Partner shall ensure that any RIDDOR reportable incident is reported to the Authority within a reasonable time period of its occurrence with a full incident and a copy of the RIDDOR report provided within 24 hours.
- 3.29.60 The Operator Partner shall ensure that these records include details of any relevant actions taken/ to be taken and shall be made available to the Authority at any time.
- 3.29.61 The Operator Partner shall ensure that there are full and comprehensive Normal Operating Plans (NOPs) and Emergency Action Plans (EAPs) in place prior to the Commencement Date for Aldershot Pools and Lido and prior to the commencement of the Main Phase of the contract for Farnborough LCH. The Operator Partner shall ensure the Facility's fire and evacuation systems and equipment as part of the EAPs are maintained to relevant standards and regulations and appropriate records kept.
- 3.29.62 The Operator Partner shall undertake annual safety checks on all fixed and portable sports equipment by a reputable external company e.g. Sport and Play Ltd and for remedial action to be undertaken as appropriate.
- 3.29.63 The Operator Partner shall ensure that only authorised personnel are permitted in non-public areas of the Facilities, such as offices, plant rooms, storage areas etc. Secure doors and have clearly visible signs shall be displayed to this effect.
- 3.29.64 The following hygiene and safety standards and rules must be maintained and enforced within the Facilities by the Operator Partner as follows:
- No person is allowed to enter the Facilities who:
 - is under the influence of alcohol or drugs (with the exception of prescribed medication) or carrying them on their person
 - is considered to be a risk to themselves or others
 - Is known to be or have been on the Child Sex Offenders List, known to have been prosecuted for Child Protection related offences or known to have been prosecuted for dealing / holding illegal drugs.
 - Causes inappropriate behaviour / noise / disturbance.
 - No animals or pets are allowed within the Facilities with the exception of special events, e.g. cat or dog shows. Guide dogs for the blind are restricted to reception and social areas only.
 - No use of sunbeds or similar sun lamps is permitted within the Facilities.

Rushmoor Borough Council Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- No persons are permitted to skateboard, roller skate, or partake in activity sports such as BMX cycling or motorised vehicle sports within the Facilities and car parks unless as part of an organised event agreed in advance with the Operator Partner.
- 3.29.65 The Operator Partner's staff shall cooperate fully with the Authority's Representative in any investigation or enquiry carried out in respect of the operation of the Facilities or any incident which may have occurred therein or any insurance claim which may arise from the use of the Facilities, including cooperation in the preparation of legal proceedings and availability and attendance at any Court or enquiry to give evidence on behalf of the Authority at no cost to the Authority.

Reporting Requirements

- 3.29.66 The Operator Partner will produce and update a Health and Safety Management Plan and make available on request.
- 3.29.67 The Operator Partner shall report details of any accidents, incidents and evacuations reportable under the RIDDOR regulations to the Authority and any other required organisation (i.e. the Health and safety Executive (HSE)) within the time restraints prescribed by the regulations. The Operator Partner shall ensure that records of accidents and actions taken are to be made available for inspection by the Authority.
- 3.29.68 The Operator Partner shall make a formal record of all inspections or visits made by Environmental Health Officers, the Health and Safety Executive and any other person or body who, in the proper execution of their duties requires or is entitled to access to the relevant Facility.
- 3.29.69 The Operator Partner shall make available upon request a summary of all accidents, incidents and near misses occurring at the Facilities as part of the Major Accidents and Incident report.
- 3.29.70 The Operator Partner shall maintain records of precautionary measures carried out in respect of Legionella prevention and control and of monitoring results.
- 3.29.71 The Operator Partner will maintain an asbestos register and policy and appropriate management plan (of which the asbestos register and policy should be a part) throughout the period of the contract.
- 3.29.72 The Operator Partner is required to commission at its own cost, an annual independent health and safety review and audit of each Facility for submission to the Council.
- 3.29.73 The Operator Partner shall submit details of any failures to maintain the required Performance Standards as set out above as part of the Monthly Performance Monitoring Report.

METHOD STATEMENT 7: HEALTH AND SAFETY MANAGEMENT – approach to health and safety, updating of policies, monitoring, managing and supervising contract activities, management of chemicals and water used in conjunction with swimming pools

3.30 Major Incident Reporting

Overall Requirement

- 3.30.1 the Authority and all other relevant authorities (e.g. Police, Fire, HSE, etc.) are to be made aware of all major incidents as soon as possible.

Performance Standards

- 3.30.2 The Operator Partner shall ensure the Authority is made aware of all major incidents.
- 3.30.3 A major incident (as defined by RIDDOR) includes major accidents or incidents such as fatalities, severe injury, assault on customers, theft of property, problems relating to security including vandalism, major damage to plant or equipment, major plant failure, industrial action, closure or any other issue likely to be of interest or concern to the Authority and customers. This includes programmes delivered as part of the Health and Well-being Development Programme.
- 3.30.4 The Operator Partner shall ensure that if there is a major incident, a procedure is put in place including consideration of the objectives.
- 3.30.5 The objectives of this procedure are to:
- Reassuring the public
 - Ensuring the Authority is fully briefed on the incident
 - Ensuring that any critical action or provision identified as a result of the incident can be progressed by the appropriate party
 - Minimising the likelihood of a repeat incident
 - Enabling the Authority to respond competently to enquiries.
- 3.30.6 The Operator Partner shall ensure that the Authority makes records of all major incidents, accidents, near misses and actions taken available for inspection.
- 3.30.7 The Operator Partner shall ensure that all major incidents involving the Service in the Facilities or Health and Well-being Development Programme are reported to the Authority by telephone as soon as practicable followed by a full report by email.
- 3.30.8 The Operator Partner shall ensure that, in the event of an incident relating to security, severe injury as defined by RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrence Regulations, 1995) or death or any other Emergency occurring within the Service, the incident is reported to the Authority by telephone at the earliest opportunity.

Reporting Requirements

- 3.30.9 The Operator Partner shall maintain an up to date log of all major incidents and severe injuries as defined by RIDDOR and their response to them.
- 3.30.10 The Operator Partner shall ensure that, as soon as practicable, following any emergency, a full report of the actions taken and the implications is provided to the Authority.
- 3.30.11 In the event of the Authority or its insurers wishing to undertake an investigation, the Operator Partner shall fully comply with any reasonable requests for information from staff attending such an inquiry.
- 3.30.12 The Operator Partner shall provide a summary of all accidents, incidents and near misses occurring at the Facilities or in the Health and Well-being Development Programme as part of the Monthly Performance Report.
- 3.30.13 The Operator Partner shall ensure that details of any failure to maintain the required Performance Standards set out above should be included as part of the Monthly Performance Report.

METHOD STATEMENT 7: HEALTH AND SAFETY MANAGEMENT – management and reporting

METHOD STATEMENT 3: MARKETING, MEDIA COMMUNICATIONS, PUBLIC RELATIONS AND CUSTOMER EXPERIENCE – dealing with a major incident

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4 Asset Management

4.1 Asset Management Capital and Revenue Funding

- 4.1.1 The Operator Partner is responsible for meeting the costs of all planned and reactive maintenance, lifecycle replacement and equipment maintenance and replacement excluding those items listed as the responsibility of the Authority in Appendix 7 Lifecycle Replacement Responsibility Matrix.
- 4.1.2 The Operator Partner and the Authority shall work in partnership over capital investment projects where both parties agree there is a business case which will benefit increased participation, particularly by identified target groups, and both the Authority and the Operator Partner.

4.2 Building Maintenance

Overall Requirement

- 4.2.1 That all buildings, plant and equipment included in the contract are maintained to a high standard to ensure a high-quality customer experience, to conform with legislation and statutory requirements and to maximise the lifecycle of the Authority's assets. At the commencement of the contract, the Operator Partner will be given limited access to the Authority's Building Maintenance System to upload the agreed repairs, maintenance and Lifecycle schedules agreed as part of the Tender; this will enable monitoring of this across the contract.
- 4.2.2 That all building fabric, fittings, assets and equipment are replaced as specified in this Agreement and in accordance with the agreed Lifecycle Replacement Schedule. (See Appendix 7).
- 4.2.3 Where agreed with the Authority the Operator Partner shall provide a quote for replacing the Authority Lifecycle Item; once the Authority agrees this quote, the Operator Partner shall proceed with the work and the Authority will pay them direct. If quote is not agreed, the Authority will request other quotations as appropriate.
- 4.2.4 At the end of the contract, or as a result of any termination, the Operator Partner shall hand back all buildings, plant and equipment in the contract in a standard reflecting the year of the contract, all lifecycle and implementation of maintenance agreed as part of the contract, and all relevant legislation and statutory requirements, excluding those items listed in Appendix 7 Lifecycle Replacement Responsibility Schedule that are shown as being the Authority's responsibility for replacement. Evidence that all lifecycle and other maintenance has been undertaken to the point of contract handover excluding those items listed in Appendix 7 Lifecycle Replacement Responsibility Schedule that are shown as being the Authority's responsibility for replacement, shall be provided by the Operator Partner.

Performance Standards

- 4.2.5 The Operator Partner shall be responsible for repair and maintenance of all buildings, assets, plant and equipment at the Facilities (including the renewal/replacement of parts to minor/major plant and equipment that is required through general maintenance/or normal wear and tear) excluding those items listed in Appendix 7 Lifecycle Replacement Responsibility Schedule that are shown as being the Authority's responsibility for replacement.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 4.2.6 The Authority shall maintain, repair and replace the following items of the Facilities so that they remain structurally sound, wind protected and watertight:
- a) The structure of the buildings to include foundations and underground services (excluding those belonging to statutory undertakers), structural steelwork and concrete, load bearing walls and beams (but not the plastered surfaces or finishes of such walls and beams), external walls, roofs, ramps, staircases and floor structure (but not the tiles, surfaces or coverings)
 - b) Access roads, kerbs, car parks
 - c) Renewal / replacement of plant, assets and equipment listed in Appendix 7 Lifecycle Replacement Responsibility Schedule as being the Authority's responsibility.
 - d) Whilst replacement of external drains, External landscaping and pathways shall be the responsibility of the Authority, the Operator Partner shall be responsible for their maintenance and repair.
- 4.2.7 The Operator Partner shall ensure that all repair, maintenance and servicing of plant, assets and equipment is undertaken by suitably trained and qualified staff.
- 4.2.8 The Operator Partner is responsible for the repair and maintenance of the building, including maintaining floor, ceiling and wall coverings and finishes (including the resealing of all sports floors), the sanding of the squash court floors and plastering repairs of squash court walls, maintaining internal decorations, sanitary ware, all internal/external glazing, repairs and adjustments to internal and external doors, skylights and windows including ironmongery; and the cleaning and clearing of rainwater goods and drains, traps and waste pipes.
- 4.2.9 The Operator Partner is responsible for the repair, maintenance and lifecycle replacement of all telephone, ICT and associated data systems.
- 4.2.10 The Operator Partner is responsible for the repair and maintenance of all external fencing, signage, and re-lining of the car park markings at Aldershot Pools and Lido. The Operator Partner is responsible for the repair and maintenance of all external fencing and signage directly relating to the Facilities which fall under the operation of Farnborough LCH.
- 4.2.11 The Operator Partner is responsible for the maintenance, repair and replacement of all plant and equipment as specified. This extends to the maintenance, repair and replacement of all consumable items (e.g. pool filter sand media, UV tubes/Arc tubes to UV system, cables and pulleys to poolside floors and booms, hydraulic floors and their moving parts, hoses etc.)
- 4.2.12 Any underwater works to the pools must comply with the HSE Diving at Work ACOP's (Inshore 104) standard.
- 4.2.13 The Operator Partner must demonstrate all fixed plant is maintained on a regular basis. An update report should be prepared for discussion at the bi-monthly Client Meeting. (See Appendix 1).
- 4.2.14 Due to the specialist nature of some items of plant, machinery and equipment, the maintenance of which may be beyond the normal scope of the operation, the Operator Partner will enter into direct servicing contracts with specialist companies.
- 4.2.15 The Operator Partner shall not enter into a maintenance agreement with a specialist sub-Operator Partner, which continues beyond the term of the contract, without the prior written approval of the Authority's Representative.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 4.2.16 In the event of the Operator Partner entering into an agreement, which continues beyond the term of the contract without the prior written approval of the Authority's Representative, the Operator Partner, shall indemnify the Authority against any costs including legal costs involved in the termination of any such maintenance agreement.
- 4.2.17 The Operator Partner is responsible for the operation, repair, and maintenance of all building services, including heating, ventilation, hot and cold and drinking water, electric power and lighting, alarms, communications, time and sound systems, CCTV, lightning conductors, lifts etc.
- 4.2.18 The Operator Partner shall ensure that the Facilities and all equipment are fully functioning and available for use, conform to legislation and comply with statutory requirements, perform in the most efficient manner and achieve full economic life.
- 4.2.19 The Operator Partner shall be responsible for maintaining the Facilities to a high standard of repair, maintenance, decoration and cleanliness to ensure the proper performance of the Services. The Operator Partner is responsible for all costs and charges relating to the maintenance, repair and cleanliness of the Facilities.
- 4.2.20 The Operator Partner shall regularly service, maintain and replace as appropriate all buildings, equipment and plant in accordance with this Services Specification.
- 4.2.21 The Operator Partner shall undertake all Planned Preventative Maintenance (PPM) and reactive repairs including equipment maintenance, servicing and replacement as set out in this Services Specification and in accordance with the Operator Partner's Method Statement or any subsequently agreed method.

METHOD STATEMENT 5: MAINTENANCE – planned preventative and reactive maintenance

- 4.2.22 The Operator Partner shall implement and maintain an electronic ICT asset management system (that is compatible with the Authority property database (Tech Forge) to list details of assets and equipment including records of any replacement, to record details of maintenance contracts and to log all servicing and maintenance of assets and equipment including both PPM and reactive maintenance. The system should have the ability to record Licences of Alterations etc associated with any adaption works during the course of the contract. The ICT asset management system should allow for read only access to be provided to the Authority's Representative.
- 4.2.23 The Operator Partner shall ensure that the interior and exterior appearance of the Facilities are kept up to date and reflect the needs and expectations of customers.
- 4.2.24 The Operator Partner shall carry out breakdown and repair maintenance for all buildings and Services to ensure that, at all times, the plant, buildings and equipment at the Facilities are maintained to a standard of good repair and are fully functional in respect of the activities taking place at the leisure centres.
- 4.2.25 The Operator Partner as a minimum shall ensure that:
1. Both planned preventative lifecycle and reactive maintenance is carried out in accordance with the Operator Partner's previously agreed **Method Statement 5: MAINTENANCE – MECHANICAL AND ELECTRICAL PLANT AND EQUIPMENT PLUS FIXTURES, DÉCOR AND CLEANING** and the agreed Schedule of Programmed Maintenance (See Appendix 7).
- 4.2.26 The Operator Partner shall comply with the O & M manuals provided for each Facility. (See Appendices 7 and 14, and online data room.)

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

4.2.27 Maintenance procedures ensure Facilities:

- Comply with all applicable statutory requirements and Legislation and Approved Codes of Practice
- Are in a safe, secure, wind protected and watertight condition
- Are maintained to such levels of condition and to such specifications as are consistent with principles of good estate management applied to the Facility as a whole and in accordance with current and future industry standards, and
- Are maintained in a manner that prevents deterioration save fair wear and tear of any part thereof.

4.2.28 All maintenance repairs use materials that are comparable and compatible with existing materials used at each Facility

4.2.29 All work is carried out in accordance with appropriate British Standards and Approved Codes of Practice.

4.2.30 The Operator Partner shall ensure that on a continuing basis the maintenance and operating procedures comply with this Agreement.

4.2.31 The Operator Partner shall take responsibility for and be responsible for the costs of all maintenance services as set out in this Agreement.

4.2.32 The Operator Partner shall be responsible for all costs of the replacement of all items as set out in this Agreement and shall comply with the provisions of this Agreement with respect to the Authority's assets.

4.2.33 The Operator Partner shall implement programmed maintenance, comprising of:

- Planned Preventative Maintenance;
- Statutory/ mandatory testing/ inspections; and
- Repair and replacement (in accordance with the terms of this Agreement).

4.2.34 The Operator Partner shall carry out reactive maintenance in accordance with this Services Specification and applicable response/ rectification times.

4.2.35 The Operator Partner shall ensure that copies of operating worksheets for periodic maintenance and repairs carried out are recorded on the asset management system.

4.2.36 The Operator Partner shall maintain on the asset management system records of all breakdown failures, incidents or accidents involving any plant, machinery and equipment, together with details of all servicing or other such investigations that are carried out to plant, machinery and equipment.

4.2.37 The Operator Partner is required to keep Building Manuals containing operating and maintenance instructions for each of the Facilities. They must be kept up to date whenever work is carried out and a copy be provided to the Authority when requested.

Planned Preventative Maintenance (PPM)

- 4.2.38 The Operator Partner shall design, implement and maintain a Planned Preventative Maintenance (PPM) Schedule to manage the maintenance, testing and operation of all items of plant, equipment and building fabric within the Facilities, inclusive of fixtures and fittings.
- 4.2.39 The Operator Partner shall ensure the PPM Schedule is used in a manner that helps optimise the performance of all assets for the duration of their effective life.
- 4.2.40 the Authority may at any time carry out checks of the PPM Schedule and check any replacement, maintenance or repair of assets carried out by the Operator Partner.
- 4.2.41 The Operator Partner shall meet their respective minimum response times to ensure that any reactive repairs are completed with the least inconvenience and disruption to the operation of the Facilities.
- 4.2.42 The Operator Partner shall ensure that only appropriately trained personnel are dispatched to undertake PPM.
- 4.2.43 The Operator Partner shall ensure that all maintenance repairs use materials that are comparable and compatible with existing materials used at the Facilities.
- 4.2.44 The Operator Partner shall ensure that, where glass is replaced for whatever reason, the replacement glass meets the standards as set out in Regulation 14 of the Workplace (Health and Safety and Welfare) Regulations 1992, and BS 6262: Part 4 and areas of special risk Class C of BS 6206 or any subsequent revision.
- 4.2.45 The Operator Partner shall ensure that where materials have to be replaced, for whatever reason, the replacement materials match in every way the specification, quality, performance, and appearance of the original materials.

Fabric Maintenance

- 4.2.46 The Operator Partner shall maintain, repair and replace all internal building fabric excluding those items listed as the responsibility of the Authority in Appendix 7 Lifecycle Replacement Responsibility Matrix.
- 4.2.47 Building maintenance and repairs will include but not be limited to:
- Repairs and replacement to woodwork, masonry, floor, wall and ceiling finishes (including squash courts/studios), ceilings and all internal / external glazing;
 - Damage to the building caused by misuse or vandalism;
 - Internal joinery, locks, door fittings, spring and panic bolts;
 - Gutters and down pipes, including concealed gutters, wastes, drains, soil pipes and fittings;
 - Water waste preventers, cisterns, ball valves, taps, stop valves and associated equipment;
 - Data cables, ports and protective trunking;
 - Health and safety fittings and appliances; and

Rushmoor Borough Council Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- Replacement to electrical fittings, fuse and switch gear.
- 4.2.48 The Operator Partner shall provide a professionally managed programme of building fabric maintenance. It shall make sure that the Facilities are in a safe, secure, wind protected and watertight condition.
- 4.2.49 the Authority must provide the Operator Partner with a comprehensive Asbestos register, and associated risk analysis, of all areas within Aldershot Pools and Lido, identifying those areas which:
- Are presumed by the Authority to contain Asbestos, or
 - It has been concluded by the Authority that they do contain Asbestos, or
 - It has been concluded by the Authority that they do not contain Asbestos, or
 - Are presumed by the Authority not to contain Asbestos.
- 4.2.50 The Operator Partner shall discharge its obligations under the Control of Asbestos at Work Regulations 2002 and its amendments including the publishing and maintenance of a comprehensive Asbestos register, and associated risk analysis, of all areas within the Facilities, identifying those which reviewing and amending the survey provided by the Authority at the start of the contract.
- 4.2.51 The Operator Partner shall make this Asbestos register permanently available to the Authority, sub-Operator Partners and suppliers and any other operatives carrying out work on either the Operator Partner's or the Authority's behalf at the Facilities.
- 4.2.52 The Operator Partner shall ensure that all activities are executed, and records updated with due regard to the Control of Asbestos at Work Regulations 2002 and its amendments.
- 4.2.53 The Operator Partner shall ensure that information relating to Asbestos and associated work schedules is maintained on its Facility management ICT system and supplied to the Authority.

Mechanical and Electrical Maintenance

- 4.2.54 The Operator Partner shall provide a professionally managed, high quality Mechanical and Electrical (M&E) maintenance service through a regular and organised regime.
- 4.2.55 The Operator Partner shall follow the maintenance requirements specified by:
- Original equipment manufacturer's recommendations;
 - the Authority's requirements as set out in this Services Specification;
 - All relevant statutory regulations and requirements; and
 - Specific warranty period maintenance requirements.
- 4.2.56 The Operator Partner shall use the Building Management System (BMS) to ensure operating conditions at each Facility are maintained effectively and efficiently and to record the performance of equipment and systems.

4.3 Statutory/ Mandatory inspections

- 4.3.1. The Operator Partner shall ensure that all statutory and other mandatory requirements are met in respect of the Maintenance Services and inspections. The Operator Partner shall inform the Authority in the first instance of any breaches of these obligations together with a programme for rectification and measures to safeguard against a repeat.
- 4.3.2. The Operator Partner shall set up a programme of statutory, mandatory and insurance inspections to ensure all assets receive the required inspections at the correct time.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 4.3.3. The annual programme shall be issued to the Authority in advance of the inspection. The Operator Partner shall at all times comply with all relevant EC and UK statutory and legislative requirements and all relevant guidance (including British Standards) including any alterations that may take place.
- 4.3.4. The Operator Partner shall cooperate with any periodic inspections made by the Authority, partners or any authorised external agencies and shall provide such reasonable assistance to such inspectors as may be necessary.

Portable Appliance Testing

- 4.3.5. The Operator Partner shall ensure that as a minimum, Portable Appliance Testing ('PAT') is implemented and carried out in accordance with the Code of Practice for in-services inspection and Testing of Electrical Equipment published by the Institution of Electrical Engineers, as amended from time to time. The Operator Partner shall ensure that all portable appliances are tested and certified with copies of certificates promptly forwarded to the Authority.
- 4.3.6. The Operator Partner shall test all portable electrical appliances to ensure compliance with The Electricity at Work Regulations (1989) and shall maintain a record of the equipment, test results and date of tests and action to be taken in a schedule, which is readily available for inspection by the Authority's Representative.
- 4.3.7. PAT testing shall be risk based. The Operator Partner shall determine the frequency based on the risk presented to the Class 1 and 2 electrical and electronic equipment used at the Facilities and by the working environments within them.
- 4.3.8. The Operator Partner shall test any item of equipment introduced to the Facilities prior to its being used. Once tested, items shall be tagged and logged in accordance with the above regime by the Operator Partner.
- 4.3.9. The Operator Partner shall maintain a register of portable appliances held at the Facilities, including but not limited to portable items and static items. The Operator Partner shall maintain the register containing details of the executed PAT tests. Such testing shall form part of the overall PPM regime and the Operator Partner shall ensure that all reports and recommendations are held centrally.

Fire Detection, Emergency Lighting and Fighting Systems

- 4.3.10. The Operator Partner shall ensure that all fire detection alarm systems are maintained and tested in accordance with BS 5839: Part 1 (or replacement standards) with copies of the relevant certificate promptly forwarded to the Authority.
- 4.3.11. The Operator Partner shall ensure that all Emergency Lighting Systems are maintained and tested in accordance with BS 5266: Part 1 (or any replacement standards) with copies of the certificates promptly forwarded to the Authority following each service. Existing Emergency Lights require regular maintenance and replacement due to age.
- 4.3.12. The Operator Partner shall test all fire detection equipment and emergency lighting on a weekly basis and in a manner, which ensures that every manual call point is activated through the testing period and cyclically at a frequency and at a time to be agreed between the Authority and the Operator Partner in accordance with manufacturer's and installer's guidance and in line with the above statutory guidance.

- 4.3.13. The Operator Partner shall ensure that the results are logged within each location and centrally within the [CAFM] system. The Operator Partner shall ensure that all abnormal test results are acted upon and the appropriate action is taken to remedy any abnormal test results in line with the required response and rectification times.

Security, Access and Intruder Systems

- 4.3.14. The Operator Partner shall maintain any internal and external CCTV and intruder alarm systems at the Facilities to ensure their proper functioning at all times. The Operator Partner shall ensure that any failure in such systems is rectified within the required rectification times.
- 4.3.15. The Operator Partner shall ensure that all intruder alarm systems are maintained and tested in accordance with BS 4737 (or replacement standards) with copies of the certificates forwarded to the Authority when requested.
- 4.3.16. The Operator Partner will maintain all Fire Exits and access doors at all times.

Re-Lamping

- 4.3.17. The Operator Partner shall carry out all necessary re-lamping at the Facilities. The Operator Partner shall adopt an organised approach to re-lamping across the Facilities. The Operator Partner shall monitor the provision of this service for efficiency with a view to achieving the greatest possible reductions in replacement frequency and cost. All existing fittings and lamps will be replaced with LED replacements (including fixtures and fittings) as and when the lamps require replacement during the Contract Period.

Duct Maintenance

- 4.3.18. The Operator Partner shall regularly maintain and clean all ducts, shaft, risers and associated ventilation at the Facilities as set out in Appendix 7 and the PPM Schedule prepared by the Operator Partner.

External Maintenance

- 4.3.19. the Authority will be responsible for the maintenance of the external structure of the building as set out in Appendix 7 Schedule of Life Cycle Responsibilities Matrix. The Operator Partner will be responsible for ensuring that any defects or damage to the external structure, whether caused accidentally or not, will be reported to the Authority's Representative as soon as possible.
- 4.3.20. The Operator Partner shall be responsible for the Grounds Maintenance and general cleansing, grass cuttings, drain and litter clearance etc. of the access and car park areas and surroundings of the Facilities within the 'Red Line Boundary' of the contract.
- 4.3.21. The Operator Partner shall be responsible for the cleaning, repair and renewal of access roads, fencing, steps, walls, gates, barriers, lighting columns, ramps, cycle racks, street furniture, and signage appropriate to the areas managed under this contract.
- 4.3.22. The Operator Partner will be responsible for litter picking, removal of fallen leaves and weeds in all external areas within the 'Red Line Boundary' of the contract, and for all litter clearance following local sporting and special events / community events held at the Facilities, to the standard required in the Current Code of Practice for Litter and Refuse.
- 4.3.23. the Authority is responsible for the maintenance of trees; no works should be undertaken to trees without agreement from the Authority/Authority's Representative.

Car Parks

4.3.24. The Operator Partner shall be responsible for maintaining the car park at Aldershot Pool and Lido to include the maintenance, repair and replacement where required of the following:

- Paved or tarmacadam roadways and footpaths;
- Foul and surface water drain, covers, manholes;
- Access ramps;
- All external lighting including free standing lighting columns; (the Authority is responsible at the Lido)
- Electrical cables;
- Fences, handrails and barriers (including redecoration and wood treatment);
- Illuminated and non-illuminated signs and notices;
- Litter bins; and
- Landscape furniture i.e. benches, raised planters, bollards.

(See Appendices 7, 14 and paragraphs 3.14.2-3.14.4, 3.25.7, 3.29.61 and 4.2.6).

4.3.25. The Operator Partner shall not hire / use the car park at Aldershot Pools and Lido for any other purpose than the parking of cars by users / visitors to the Facilities unless agreed with the Authority in advance.

4.3.26. Two mobility hubs will be provided within the new Farnborough Civic Quarter, including a multi-storey car park, disabled parking, car charging points and cycle hire, located approximately 120 metres from the new Farnborough LCH. There will be no dedicated parking for customers using the Farnborough LCH and the Operator Partner will have no management responsibility for the car parks serving the Farnborough LCH facilities.

Modifications

4.3.27. The Operator Partner will not be allowed to make any modifications to either the building, plant or equipment provided for the services without the written permission of the Authority/Authority's Representative.

Services and Utilities

4.3.28. The Operator Partner will be responsible for ensuring that the means of sewerage disposal and supplies of mains water, electricity, gas and external telephone communications are maintained to the Facilities. The Operator Partner will be responsible for the prompt payment of all charges in connection with the provision of these services during the period of the contract.

4.3.29. The Operator Partner will not permit the disconnection of any electricity, gas or water supply to the Facilities without the written agreement of the Authority/Authority's Representative, except where these are to be carried out by the utilities themselves under their emergency or statutory powers. The Operator Partner will be responsible for any costs arising from the interruption to supplies, which are due to his failure to make payments for accounts or to make service agreements.

Reporting Requirements

4.3.30. The Operator Partner shall ensure that results of all non-compliant measurements are recorded and shared with the Authority.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 4.3.31. The Operator Partner shall report on all inspections and maintenance checks for the purpose of a building audit over the Contract Period. The Operator Partner shall ensure that this information is stored on the asset management ICT system.
- 4.3.32. The Operator Partner shall on an annual basis, review and update the Planned Preventative Maintenance (PPM) Schedule for the Facilities. This must be submitted to the Authority in accordance with the reporting requirements in Section 5 Performance Management and Reporting.
- 4.3.33. The Operator Partner shall on an annual basis, produce a Schedule of Programmed Maintenance for the Facilities. This must be submitted to the Authority in accordance with Section 5 Performance Management and Reporting.
- 4.3.34. The Operator Partner shall provide a Maintenance Programme Progress Update as part of the Monthly Performance Report.
- 4.3.35. The Maintenance Programme Progress Update should cover (without limitation):
- Any health and safety issues relating to buildings, plant and equipment;
 - Contractual issues requiring discussion and resolution;
 - Review of action plans as necessary;
 - Review of financial matters;
 - Overall contract compliance including completed and not completed PPM activities, completion of reactive maintenance within and outside the specified response and rectification times and exception report covering the maintenance activities;
 - Results of any audits;
 - Proposals for continuous improvement;
 - Review of cost saving / cost avoidance initiatives; and
 - Review of any matters affecting or affected by third party suppliers.
- 4.3.36. The Operator Partner shall submit details of any failures to follow the Schedule of Programmed Maintenance or achieve the required Overall Requirement as part of the Monthly Performance Monitoring Report.

4.4 Maintenance and Replacement of Equipment

Overall Requirement

- 4.4.1 Equipment that is available, well maintained, safe and fit for purpose for the activity it is designed for, taking into account the standard of sport or activity being undertaken and is able to meet the programming requirements of the Services.

Overall Requirement

- 4.4.2 The Operator Partner shall supply and maintain all equipment at Farnborough LCH ensuring that the supply of equipment is sufficient to deliver the required balanced programme of activities and Services on site. A list of all equipment to be supplied and installed by the Operator Partner at Farnborough LCH is detailed in Appendix x.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 4.4.3 The Operator Partner shall keep an up to date detailed inventory of this equipment and as a minimum, provide details of the model, type, and serial number of each item. A copy of this inventory will be supplied to the Authority within one month following the start of the Main Phase of the contract and provide a revised inventory annually thereafter within one month of the start of each subsequent Contract Year. The Operator Partner shall replace, when that item reaches the end of its useful life, all equipment listed in the Farnborough LCH inventory. On the expiry date, or if earlier, the termination date, all equipment will become the ownership of the Authority and will be returned to the Authority in good working condition (taking into account fair wear and tear).
- 4.4.4 The Operator Partner shall maintain all equipment relating to Aldershot Pools and Lido as listed in Appendix 28 Equipment Inventory and return all equipment on the expiry date, or if earlier, the termination date, in good working condition (taking into account fair wear and tear).
- 4.4.5 The Operator Partner shall replace, when that item reaches the end of its useful life, all equipment listed in Appendix 28 Aldershot Pools and Lido Equipment Inventory, excluding any items identified as the responsibility of the Authority, with equipment that is of equivalent or superior quality. The Operator Partner shall confirm the Aldershot Pool and Lido Equipment Inventory within 1 month of the Commencement Date and within one month of the start of each subsequent Contract Year.
- 4.4.6 The Operator Partner shall provide, at its own cost, any additional equipment and materials required for carrying out the Services. The Operator Partner is responsible for the maintenance and replacement of any such additional equipment.
- 4.4.7 The Operator Partner shall make provision for the hire of sports equipment within the Facilities in order to meet customer requirements.
- 4.4.8 The Operator Partner shall ensure that all equipment listed in Appendix 28 Aldershot Pools and Lido Equipment Inventory and Farnborough LCH Inventory, and any replacement or additional equipment is fit for purpose, safe and is maintained to a suitable standard of repair and cleanliness at all times in accordance with the manufacturers' recommendations.
- 4.4.9 Equipment must be stored safely and securely.
- 4.4.10 The Operator Partner accepts that the equipment listed in Appendix 28 Aldershot Pools and Lido Equipment Inventory and Farnborough LCH Inventory, is sufficient to deliver the Services set out in this Services Specification.
- 4.4.11 The Operator Partner shall ensure that the Equipment Inventories for both Farnborough LCH and Aldershot Pools and Lido are updated on a regular basis to reflect any replaced equipment and to identify any new or written off equipment.
- 4.4.12 The Operator Partner shall ensure that all equipment shall comply with relevant industry standards, National Governing Body requirements and British and European Standards and shall be limited to the use it was designed for, as specified within the manufacturers or supplier's guidelines and/or operating manuals.
- 4.4.13 The Operator Partner shall use all reasonable endeavours to ensure that all equipment is replaced on a like for like basis having due regard to relevant advances in equipment manufacture, trends in activity programming and in compliance with relevant industry standards, National Governing Body requirements and British and European Standards.
- 4.4.14 The Operator Partner shall replace the health and fitness equipment in accordance with the agreed Lifecycle Replacement Schedule. Any residual value of equipment that is replaced may be retained by the Operator Partner.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 4.4.15 The Operator Partner shall ensure that any item of equipment that is found to be defective or has failed is immediately withdrawn from service and repaired or replaced. The Operator Partner shall make it secure and ensure it cannot inadvertently be used whilst withdrawn from service.
- 4.4.16 The Operator Partner shall test all portable electrical appliances to ensure compliance with The Electricity at Work Regulations (1989) and shall maintain a record of the equipment, test results and date of tests and action to be taken in a schedule, which is readily available for inspection by the Authority's Representative.
- 4.4.17 The Operator Partner shall ensure that all equipment is regularly inspected and serviced in accordance with the manufacturers or industry guidelines and appropriate records kept. Inspections and servicing of specialist equipment shall be undertaken regularly by a recognised supplier in accordance with the manufacturers or industry guidelines.
- 4.4.18 The Operator Partner shall ensure that all areas of the Facilities have equipment provided in accordance with the following standards:
- Sufficient equipment for the activity programmed;
 - Suitable and reasonable arrangements for customers with disabilities;
 - 90% of the following to be available at any one time;
 - Health & Fitness Suite;
 - cardiovascular and resistance machines
 - high quality audio/visual systems (95%)
 - Changing & Toilet Facilities;
 - male/ female/disabled changing cubicles
 - male/ female/disabled toilets
 - shower cubicles/open showers
 - secure storage lockers
 - sanitary/hair-drying Facilities
 - Catering & Vending Facilities;
 - vending product range
 - covers/seating area
 - Car Park, Access & Other External Areas;
 - car/disabled/staff parking areas.
- 4.4.19 The Operator Partner shall not introduce any additional coin-operated equipment (in addition to items identified in Appendix 8 Equipment Inventory), including gaming and amusement machines, to the Facilities without consultation with the Authority.
- 4.4.20 The Operator Partner shall ensure that the Facility has a defibrillator on each site and that supervisory staff receive regular training updates in line with British Association of Cardiac Rehabilitation (BACR) regulations.

Reporting Requirements

- 4.4.21 The Operator Partner shall provide an updated version of the Equipment Inventory found in Appendix 28 Equipment Inventory to the Authority within one month of the Commencement Date for Aldershot Pools and Lido and, annually thereafter, within one month of the commencement of each subsequent Contract Year.

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

4.4.22 The same shall be provided for Farnborough LCH within one month of the start of the Main Phase of the contract and annually thereafter.

4.4.23 The Operator Partner shall submit details of any failures to maintain the required Performance Standards as set out above as part of the Monthly Performance Report.

4.5 Grounds Maintenance

Overall Requirement

4.5.1 External grounds within the 'Red Line Boundaries' of the Facilities to be maintained in such a way as to provide a well presented and safe environment for all customers, allowing for efficient and effective use of the Facilities and promoting a positive image of the Facilities at all times.

Performance Standards

The Grounds

4.5.2 The Operator Partner shall be responsible for grounds maintenance and general cleansing which includes sweeping, re-marking and maintenance of car parks, maintenance of grassed and landscaped areas, drains and litter clearance of the access areas and surroundings of the Facilities at Aldershot Pools and Lido.

4.5.3 The Operator Partner will be responsible for the grounds maintenance and general cleansing which includes sweeping, maintenance of grassed and landscaped areas, drain and litter clearance for the outside areas within the red line boundary of Farnborough LCH, as detailed in Appendix 6 Site Boundaries.

4.5.4 The Operator Partner will be responsible for the maintenance of boundary fences surrounding the Facilities as identified in Appendix 6 Site Boundaries.

4.5.5 The Operator Partner will be responsible for all litter clearance following local sporting and special events / community events held at the Facilities, to the standard required in the current Code of Practice for Litter and Refuse

4.5.6 The Operator Partner will also be responsible for the grounds maintenance of the grassed areas, hedges, shrubbery and the 3G pitches.

Slippery Surfaces

4.5.7 The Operator Partner shall be responsible for treating hard surfaces, with an appropriate herbicide/fungicide or other suitable material to ensure that at no time there is a formation of algae, moss etc. causing the surface to be slippery.

Snow and Ice

4.5.8 During periods of snow and ice, the Operator Partner shall distribute de-icing salt over pathways and external entrances (but not car parks) to provide safe routes for customers and staff entering / exiting the Facilities.

4.5.9 The Operator Partner shall ensure that any specific hazards caused by inclement weather shall be made safe and reported to the Authority immediately.

Graffiti and Flyposting

- 4.5.10 The Operator Partner shall remove all graffiti and flyposting from all external walls of the Facilities to ensure that the site remains graffiti free and shall use reasonable endeavours to prevent and reduce the writing of graffiti in the sites.
- 4.5.11 The Operator Partner will be responsible for ensuring that any defects or damage to the external structure of the Facilities is reported to the Authority's Representative with the minimum delay and confirmed in writing.

Pests, Vermin and Wild Animals

- 4.5.12 The Operator Partner shall eradicate rodents and remove wasps' nests, swarms of bees, pests, including Brown Tail Moth and vermin within the management areas.

General

- 4.5.13 the Authority shall give priority to areas of need in line with the requirements of the Environmental Protection Act 1990 and follow the general principle that the 'dirtier' an area has become, the more quickly it should be cleaned and returned to "Grade A" in accordance with the Environmental Protection Act 1990.
- 4.5.14 The Operator Partner shall make proper financial and operational arrangements for the disposal of all effluent, waste and refuse arising from all Sites during the Contract Period.

Reporting Requirements

- 4.5.15 The Operator Partner shall report to the Authority any failure to maintain the required Overall Requirement set out above as part of the Monthly Performance Report.

METHOD STATEMENT 6: WASTE MANAGEMENT AND PEST CONTROL MANAGEMENT – waste management, recycling, pest control

4.6 Environmental and Energy Management

Overall Requirement

- 4.6.1 Facilities that are operated in an environmentally sensitive and sustainable manner, to reduce energy consumption, minimise chemical usage, recycle appropriate non-hazardous wastes and contribute to the delivery of the Authority's policies for safeguarding the environment and promoting sustainability.

Food Hygiene

- 4.6.2 The Operator Partner shall comply with all statutory requirements in relation to food hygiene.
- 4.6.3 The Operator Partner (Food Business Operators) will be expected to:
- obtain and maintain a FHRs score of 5 (Very Good).

Healthy Eating

- 4.6.4 Healthy Eating – the Operator Partner will support both local and national healthy eating food schemes when and where appropriate.

Provision of Free Drinking Water

- 4.6.5 The Operator Partner (Food Business Operators) shall offer and promote the availability of free drinking water to clients and where appropriate visitors to the site.

Smoke Free

- 4.6.6 Whilst smoking within a premises / enclosed space is prohibited under the Smoke Free (Premises and Enforcement) regulations 2006, it would be welcomed if the entire site including all external areas was designated smoke free areas, and measures to enforce this requirement was adopted by the operator.

- 4.6.7 The Operator Partner shall:

- Enforce all relevant smoke free legislation.
- Designate the site predominantly smoke free, but provide a designated smoking area (external, but not at building entrance) for staff
- Provide appropriate areas/shelters for the provision of smoking and vaping areas rather than smoking shelters
- Support and promote public health smoking cessation opportunities- including the provision of Facilities where appropriate

Sun beds

- 4.6.8 Due to the documented health risks associated with the use of Sunbeds and UV tanning equipment <https://www.nhs.uk/common-health-questions/lifestyle/are-sunbeds-safe/> the Operator Partner will not provide this Facility/Service on site.

- 4.6.9 The Operator Partner shall:

- Not permit the use of Sunbeds / UV tanning equipment at the Facilities.

Beauty treatments

- 4.6.10 The range of beauty treatments that is offered by the sector is very wide and continually evolving. Not all treatments require registration or licensing under the Local Government Miscellaneous Provisions Act 1982 and therefore limited controls exist for Environmental Health to control the activities being provided.

- 4.6.11 The Operator Partner must inform the Council in advance of offering any beauty treatment service. This is so that the Council can be made aware of any potential issues that may need to be considered before the activity commences.

- 4.6.12 The Operator Partner shall:

- Communicate any newly proposed treatments to the Authority in advance of offering the service

National and Local Health Promotion Initiatives

- 4.6.13 There are numerous Local and National Health promotions initiatives run on an annual basis. The Council would encourage the operator to support as many of these initiatives as it was deemed appropriate for the area.

Rushmoor Borough Council Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

4.6.14 The Operator Partner shall:

- make use of and/or promote the free resources and services as they become available.
- provides feedback to the Authority on the initiatives delivered / promoted.
- include the promotion and participation in these as part of the annual marketing plan.
- work with the Authority on local initiatives

Pollution / Environmental Protection

4.6.15 Operating as a Licensed Premises, the Operator Partner will be required to comply with the Noise Code for Licensed premises.

Licensing

4.6.16 If the venue is being used for an event for less than 500 people and that event includes as a minimum as this is not an exhaustive list):

- the sale of alcohol
- Regulated entertainment (including live music)
- hot food or drink served after 11pm-5am

4.6.17 Advice should be sought from the Licensing Authority regarding Paragraph 4.6.15. The operator partner is responsible for obtaining any licence required for any event or activity provided within the Facilities

4.6.18 The Operating Partner will need to apply for a Temporary Event Notice.

4.6.19 If more than 499 people will be coming to an event held on site , the Operator Partner will need to apply for a premises licence.

4.6.20 If the Operator Partner is holding an event and selling tickets in advance for a raffle, a lottery registration may be required but if tickets are being sold for a raffle/tombola for a charity or good cause on the day and prizes are less than £500, then permission will not be required.

4.6.21 Please contact the Council's Licensing Team for any advice.

Performance Standards

4.6.22 The Operator Partner shall have a clear environmental and energy management policy and implement effective operational practices that have a demonstrably positive effect on the environment that includes:

- Reduction in carbon emissions, with the aim of reaching net zero
- Reduction in pollution, air and land
- Reduction in the use of environmentally harmful chemicals
- Reduction in single use plastics (see Appendices 7a and 7b)
- Improved energy management (including as appropriate reducing energy consumption, energy conservation and use of renewable energy)
- Increasing water efficiency and maximising water recycling opportunities;
- Encouraging the purchase of environmentally sound, locally produced goods and services;
- Raising awareness amongst staff and customers to ensure these environmental issues are addressed
- Protecting and enhancing the Borough's natural and built environment
- Supporting biodiversity

METHOD STATEMENT 6: WASTE MANAGEMENT AND PEST CONTROL MANAGEMENT – waste management, recycling, noise control, management of utilities

- 4.6.23 The Operator Partner must establish an Environmental and Energy Management Plan covering all the above requirements to be updated with new targets on an annual basis. The Partner Operator must comply fully with any environmental audit carried out by the Authority or external agencies.
- 4.6.24 the Authority is committed to responsible energy management and the efficient use of energy throughout its operations. It also recognises that good energy management helps to protect the environment by conserving natural resources and reducing harmful emissions. The Operator Partner shall take account of, and comply with, the Authority's approach to minimising its environmental impact.
- 4.6.25 The Operator Partner shall provide information for the Authority's Environment Management Systems (EMSs). Where applicable, the Operator Partner shall implement systems which are based on, or modelled upon, a recognised standard such as ISO 14001 or Eco Management and Audit Scheme (EMAS).
- 4.6.26 The Operator Partner shall be responsible for the procurement and management of Utilities¹¹ and payment of the Utilities bills for all sites.
- 4.6.27 The Utilities bills shall be in the name of the Operator Partner.
- 4.6.28 The Operator Partner shall monitor and validate all meter readings at all of the Facilities.
- 4.6.29 The Operator Partner shall take all responsible steps to ensure that meter readings (i) can be reconciled to Utilities bills, (ii) are correctly calculated and (iii) accurately reflect actual energy consumption. For each Facility the Operator Partner is to prepare a monthly report that shall include the following information, set out for the relevant Month and for the Year to Date: Electricity consumption (including half-hourly consumption data), Gas consumption, Other fuel use, and Total energy consumption in terms of kWh and CO₂.
- 4.6.30 The Operator Partner shall ensure contingency plans are in place to address the loss of each or all energy supplies, and that these have been reviewed and tested to a programme agreed with the Authority.
- 4.6.31 The Operator Partner shall ensure its contingency plans are executed as planned with due expediency following the loss of one of more energy supplies. The Operator Partner shall, as soon as it is aware, immediately inform the Authority's Representative of all scheduled interruptions to any energy supply whether or not it may affect the Authority's operations.
- 4.6.32 The Operator Partner shall arrange the implementation, display and renewal of Display Energy Certificates (DECs) at any Properties required by the Authority, including those Properties which require DECs under Government legislation.
- 4.6.33 The Operator Partner shall ensure all DECs are correctly displayed by the required date. The Operator Partner shall advise the Authority on which recommendations to follow in the supplementary advisory reports.
- 4.6.34 The Operator Partner shall advise the Authority on how to meet existing and forthcoming statutory requirements and compliance activities related to Air Conditioning plant (TM 44).

Reporting Requirements

- 4.6.35 The Operator Partner will record and report on all energy consumption (electricity, gas and water) and the amount of non-recyclable waste collected from the Facilities on a monthly basis included total metered consumption and cost. Details of energy consumption shall be provided to the Authority as part of the Monthly Performance Report. The level of carbon emissions needs to be recorded to help measure performance against the Council's target.
- 4.6.36 A complete record of waste disposal records is to be kept on site as required by Department for Environment, Food and Rural Affairs (DEFRA).
- 4.6.37 The Operator Partner shall develop an Environmental Management Plan on an annual basis with clear targets to reduce energy consumption and non-recyclable waste. The Environmental Management Plan shall be provided to the Authority one month prior to the Commencement Date and annually thereafter during the Contract Period.

4.7 Legislation and Policy

Overall Requirement

- 4.7.1 Services that comply fully with all Legislation (see Health and Safety section) relating to the management of the Facilities and the provision of Services. See Appendix 31 for external Operator Partner contracts covering a range of specialist services to ensure this requirement can be met).

Performance Standards

- 4.7.2 The Operator Partner shall ensure that there are no breaches of Legislation, including without limitation, that in respect of health and safety, data protection, child protection and the Equality Act 2010. the Authority and Operator Partner shall also ensure that any relevant planning conditions attached to the Facilities are complied with.
- 4.7.3 The Operator Partner shall operate an "Equality Policy" covering all activities and events.
- 4.7.4 The Operator Partner shall ensure that all employees and any sub-Operator Partners or third parties employed by the Operator Partner, have a working knowledge of the Legislation, Regulations and guidelines relating to best practice in managing sport, leisure and community Facilities. In particular, the Operator Partner should ensure that:
- All agents or suppliers who may be required to enter the Facilities are fully aware of all relevant rules and procedures concerning the safeguarding, health and safety regime and fire risk and precautions.
 - All surface water and other liquid spillage within internal areas causing dangerous floor surfaces are dealt with immediately on identification of the problem and signed appropriately.
 - The first aid equipment and supplies, including signage for first aid provision, is physically checked weekly and a record is made which is available for inspection by the Authority.
 - Hazardous materials or equipment at the Facilities, which are to be used in the provision of the Services, are kept under proper control and safekeeping. The hazardous materials or equipment are properly and clearly labelled on their containers and comply with the relevant Control of Substances Hazardous to Health (2002).

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- It undertakes, at its own cost, its own risk assessments and associated training.
 - It keeps records of accidents and actions taken and these are to be made available for inspection by the Authority.
- 4.7.5 There is a full and comprehensive fire and evacuation procedure. The Operator Partner shall ensure all fire and evacuation systems, and associated equipment are maintained to relevant standards and regulations and shall keep appropriate records. The Operator Partner shall develop and maintain a Normal Operating Procedure and Emergency Action Plan that aligns with the Authority's overall approach to Emergency Planning.
- 4.7.6 Only authorised personnel are permitted in non-public areas of the Facilities, such as plant areas, staff rooms, offices, cleaning stores etc.
- 4.7.7 The Operator Partner shall ensure that the Health & Fitness Facilities are managed in accordance with the CIMSPA document "Health and Fitness Partner Operators' Guide" or the UK Active Code of Conduct for fitness suite Operator Partners or any replacement industry guidance.
- 4.7.8 The Operator Partner shall ensure that OFSTED registered Holiday Schemes are provided where appropriate. The Partner Operator shall ensure that the Scheme is managed in accordance with standards required by The Children Act, OFSTED requirements and the requirements under 4.8 Safeguarding. (See Appendix 30).
- 4.7.9 The Operator Partner shall comply with all relevant Local Authority policies as notified to the Partner Operator from time to time in accordance with this Agreement. These may include policies for Customer Service, Safeguarding, and Environmental Sustainability etc.

Reporting Requirements

- 4.7.10 The Operator Partner shall submit details of any failure to maintain the required Overall Requirement set out above as part of the Monthly Performance Report.

4.8 Water (Hot and Cold Installations)

Overall Requirement

- 4.8.1 The provision of a hot and cold-water supply that meets the required standard for the operation of the Facilities.

Performance Standards

- 4.8.2 The Operator Partner shall ensure provision of a constant supply of hot and cold water to those areas requiring water for domestic usage, also ensuring that where such water is required for drinking purposes that it is from a potable source.
- 4.8.3 The Operator Partner shall ensure water temperatures are maintained at required standards to prevent legionella and other water-borne contaminants i.e.

Pre-swim showers 27 – 43
Post swim showers 35 – 43
Handwashing 35 – 43

Cold water systems < 20 degrees
Hot water systems > 50 degrees in 1 minute
Calorifiers > 60 degrees flow > return....

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 4.8.4 The Operator Partner shall ensure the water system is maintained in accordance with the appropriate health and safety Legislation, standards, guidance and Approved Codes of Practice.
- 4.8.5 The Operator Partner shall work proactively to develop and promote effective best practice water saving efficiency measures across the Facilities.
- 4.8.6 The Operator Partner shall ensure that where domestic hot water is supplied all taps are appropriately labelled.
- 4.8.7 The Operator Partner shall ensure that water closets, drinking fountains and urinals have a supply of cold water, which allows these services to be usable in accordance with the manufacturers' specification.
- 4.8.8 The Operator Partner shall ensure that free drinking water is available at the Facilities.
- 4.8.9 The Operator Partner shall undertake bacteriological testing of the hot and cold water systems, including sampling for Legionella as required by the Legionella risk assessment.

Reporting Requirements

- 4.8.10 The Operator Partner shall submit details of any failure to maintain the required Overall Requirement set out above as part of the Monthly Performance Report.

4.9 Drainage

Overall Requirement

- 4.9.1 Drainage systems that provide safe effective removal of wastewater, surface water and liquid and solid waste from the Facilities in compliance with relevant Legislation and internal and external drainage systems that are maintained in accordance with the appropriate Health and Safety legislation and standards. (See Appendix 31).

Performance Standards

- 4.9.2 The Operator Partner shall ensure that requirements in building regulations are complied with for foul and surface water drainage.
- 4.9.3 The Operator Partner shall ensure that all relevant areas within the Facilities have an adequate drainage and sewage system operating.
- 4.9.4 The Operator Partner shall ensure that discharge temperatures do not exceed recommendations set by the Environment Agency.
- 4.9.5 The Authority shall undertake regular testing and, where appropriate, visual inspections of the external drainage systems.

Reporting Requirements

- 4.9.6 The Operator Partner shall ensure that results of all non-compliant measurements are reported to the Authority.
- 4.9.7 The Operator Partner shall submit details of any failure to maintain the required Performance Standards set out above as part of the Monthly Performance Report with actions identified for rectification.

4.10 Ventilation

Overall Requirement

4.10.1 Ventilation within the Facilities that provides a healthy and suitable environment conducive to the enjoyment of the sport, leisure or recreational activity being carried out at that particular time and is provided in an energy efficient manner.

Reporting Requirements

4.10.2 The Operator Partner shall ensure that results of all non-compliant measurements are reported to the Authority.

4.10.3 The Operator Partner shall submit details of any failure to maintain the required Overall Requirement set out above as part of the Monthly Performance Report with actions identified for rectification.

4.11 Heating (Thermal Comfort)

Overall Requirement

4.11.1 A thermal environment conducive to the enjoyment of the sport, leisure or recreational activity being carried out in an area within the Facilities at a particular time in an energy efficient manner.

Performance Standards

4.11.2 The Operator Partner must ensure the heating system is maintained in such a manner to achieve the standard in 0

4.11.3 The Operator Partner must ensure the heating system is maintained in accordance with the appropriate Health and Safety legislation and standards.

4.11.4 The temperature levels which must be maintained will be as follows:

- Changing accommodation / Wet side – minimum 21°C;
- Changing accommodation / Dry side - 21°C;
- Sports Hall – 12 - 18°C;
- Fitness Suite – 14-18°C; and
- Other Areas (Café / Reception / Multi-Purpose Rooms, Circulation Areas) – 18 - 22°C.

4.11.5 The Operator Partner will be required to record the room temperatures of pool and sporting areas on a weekly basis to ensure the recommended temperatures are maintained.

4.11.6 Humidity and temperature within the pool hall must be controlled to prevent undue wear and tear to the building fabric. The Operator Partner will be required to log the results of any tests taken and will be deemed financially responsible for any costs incurred by the Authority as a result of any such damage.

Reporting Requirements

4.11.7 The Operator Partner shall ensure that results of all non-compliant measurements are reported to the Authority.

4.11.8 The Operator Partner must submit details of any failure to maintain the required Performance Standards set out above as part of the Monthly Performance Report.

4.12 Lighting

Overall Requirement

- 4.12.1 Adequate levels of lighting (as set out in Sport England guidance) for the particular activity being undertaken within each area of the Facilities provided in an energy efficient manner.
- 4.12.2 Lighting levels that create a safe and comfortable level of illumination for users, spectators and staff.
- 4.12.3 The Operator Partner shall consider switching off lighting banks parallel to windows and adopt energy management control systems such as time switches, dimmable controls, and presence detectors.
- 4.12.4 The Operator Partner shall ensure the lighting system is maintained in accordance with appropriate health and safety Legislation and standards and to address particular requirements of special needs groups for less powerful lighting.
- 4.12.5 Maintenance of lighting throughout the Facilities must be carried out by a NICEIC approved and / or suitably qualified Operator Partner, with due regard to the recommendations of Sport England Technical Unit. The Operator Partner shall certify that the works are in accordance with current recommendations and the Health and Safety at Work etc. Act 1974.
- 4.12.6 The Operator Partner shall ensure that external lighting is provided for security purposes adjacent to the leisure centres, and the Authority shall ensure the same for the car parks.
- 4.12.7 The Operator Partner shall ensure that the number of non-operating lights or tubes does not exceed 10% of the total in any one area of the Facilities.

Reporting Requirements

- 4.12.8 The Operator Partner shall submit details of any failure to maintain the required Performance Standards set out above as part of the Monthly Performance Report.

4.13 Pool Water Quality

Overall Requirement

- 4.13.1 Swimming Pools with a safe and comfortable environment in which customers can participate in both swimming and water sports as required in this Services Specification.

Performance Standards

- 4.13.2 The Operator Partner shall ensure that the Swimming Pools are maintained in accordance with the appropriate current and future health and safety legislation and that the following standards are complied with:
 - The Handbook of Sports and Recreational Building Design Volume 3 published as at 1996 and The Pool Water Guide; Treatment and Quality of Swimming Pool Water;
 - CIMSPA Swimming Pool Treatment and Quality Standards;
 - HSC/HSE "Safety in Swimming Pools";
 - Pool Water Treatment Advisory Group – Swimming Pool Water Treatment and Quality Standards; and

- The Prevention or Control of Legionellosis (including Legionnaires Disease) – Approved Code of Practice L8 (2013).
- 4.13.3 The Operator Partner shall ensure that all pool water is of the level of quality and temperature stipulated within the guidance listed in 4.13.2. as follows:
- Main pool 27 – 29.5 degrees; and
 - Learner pool 30 – 32 degrees.
- 4.13.4 The Operator Partner shall ensure that the pool water is maintained in a ‘balanced’ condition. The Operator Partner shall ensure that a balanced water test is taken weekly, duly recorded and action taken to ensure that the pool water is ‘in balance’, corrosion is eliminated, precipitants do not form, and the water is safe for pleasant bathing conditions.
- 4.13.5 The Operator Partner shall ensure that the pool water is tested for pH and free Chlorine (Sodium hypochlorite (chlorine) and sodium bisulphate (ph. corrector) in accordance with the Swimming Pool Hall Data Sheet every 3 hours, with the initial test each day before the pools are brought into use. The Operator Partner must complete a weekly test to ascertain the level of total dissolved solids (TDS) ensuring always that the water quality is maintain within recommended guidance. The Operator Partner shall ensure that complete records are kept of all readings, date, time and type of test. These shall be available for inspection by the Authority at any time.
- 4.13.6 The Operator Partner shall ensure that the filters are backwashed as recommended in the relevant plant maintenance instructions to ensure that the water quality is maintained at the required standard.
- 4.13.7 A pool water dilution rate of 30 litres per bather per day is a CIMSPA recommendation that should be followed by the Operator Partner at the swimming Facilities. Standards shall be maintained in line with the up to date CIMSPA recommendations and industry standards.
- 4.13.8 In the event of more stringent standards being set by the Sports Local Authority and/or the Health and Safety Executive during the Contract Period, the Operator Partner shall adhere to these more stringent standards. The Operator Partner shall not use different chemical constituents to maintain the above standards without the prior approval in writing of the Authority.
- 4.13.9 The Operator Partner shall ensure that monthly bacteriological tests are undertaken. Reports on Legionella testing shall be available for the Bi-monthly meetings with the Authority.
- 4.13.10 The Operator Partner shall ensure that no person is permitted to use the swimming pools who is clearly unwell and may pose a risk of infection to others, including persons with open wounds or sores, wearing a bandage, sore or infected eyes or skin and / or discharges from the ears or nose.
- 4.13.11 Environmental Health Officers from the Authority retain the right to take occasional samples of water in the pools for the purpose of verifying the condition of the water.

METHOD STATEMENT 7: HEALTH AND SAFETY MANAGEMENT – management of chemicals and water used in conjunction with swimming pools

Reporting Requirements

- 4.13.12 The Operator Partner shall report inspections and results of all non-compliant measurements on the ICT Asset Management system. The Operator Partner shall ensure that non-conformance is reported to the Authority.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

4.13.13 The Operator Partner shall submit details of any failure to maintain the required Performance Standards set out above as part of the Monthly Performance Report.

4.14 CCTV and Security

Overall Requirement

4.14.1 Facilities that are secure and are supported by systems that provide a safe level of security to customers and staff, but which do not compromise the personal privacy of customers.

4.14.2 The Operator Partner shall:

- Maintain the On-call company service;
- Maintain all existing alarms, cameras etc in the Facilities.

Performance Standards

4.14.3 All relevant areas within the Facilities shall have adequate security arrangements in place.

4.14.4 CCTV shall be maintained according to the manufacturer's specification and operated in line with a system that provides a safe level of security to customers during their visit, but which does not compromise the personal privacy of customers. Where possible it should be linked to the central Authority's system.

4.14.5 The Operator Partner shall ensure compliance with the Information Commissioner's Code of Practice issued under the Data Protection Act 1998 (or any replacement legislation).

4.14.6 The Operator Partner shall at all times be responsible for the total security of the Facilities including all assets, equipment and stock.

4.14.7 The Operator Partner shall supply, maintain and utilise a fit for purpose internal security system at Farnborough LCH. The Operator Partner shall utilise the security system installed or provided at Aldershot Pools and Lido and shall be fully responsible for its proper maintenance and function. In the event of any alarms or security devices or radios being removed or becoming non-operational or non-maintainable, the Operator Partner shall replace the same with a suitable alternative approved by the Authority.

4.14.8 The Operator Partner shall ensure that all external and internal operational CCTV security cameras as part of the security system are operational within the Facilities.

4.14.9 The Operator Partner shall be responsible for the safekeeping of any keys to the Facilities and the maintenance of a key register.

4.14.10 The Operator Partner shall ensure that a list of key holders, together with their addresses and telephone numbers is supplied to the Authority, the alarm company and the Police before the Commencement Date. The Operator Partner shall update the list whenever changes are made and at least Monthly.

4.14.11 The Operator Partner shall ensure that the Authority's Representative is informed immediately of any loss of any such keys, and the Partner Operator shall, at their own cost, replace any such keys or replace locks as required by the Authority's Representative and shall reimburse to the Authority any cost of replacement and / or any reasonable security measures implemented as a result of such a loss.

4.14.12 The Operator Partner shall supply a list of names, addresses and telephone numbers of members of the Operator Partner's staff who are on a 24 hour call out contact to the Authority, Police, and alarm companies prior to the Commencement Date.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 4.14.13 This list shall be immediately updated by the Operator Partner and a new list provided in the event that there is a change to any member of staff on the list.
- 4.14.14 One key holder must always be available for call-out in the event of an emergency out of normal operating hours, at a response time of not more than one hour.
- 4.14.15 The Operator Partner shall ensure that only authorised personnel are admitted to any plant areas containing specialist equipment and machinery, e.g. boiler rooms.
- 4.14.16 The Operator Partner shall ensure that appropriate out of hours key holders are appointed to respond to intruder alarms.
- 4.14.17 The Operator Partner shall provide a Monthly update report on the Pool View system, and any incidents recorded. The Operator Partner should note that this system may be available for purchase; it is owned by the incumbent operator.

Requirements

- 4.14.18 The Operator Partner shall submit details of any failure to maintain the required Performance Standards set out above as part of the Monthly Performance Report.

5 Performance Management and Reporting

5.1 Planning to Improve (Service Planning)

Overall Requirement

- 5.1.1 An Annual Service Plan that is developed in partnership with the Authority which clearly sets out how the Services are to be developed and delivered over the forthcoming year in order to best meet the Authority's Strategic Priorities and contribution towards wider local Strategic Outcomes.

Performance Standards

- 5.1.2 The Operator Partner acknowledges the importance of a balanced programme and shall prepare an Annual Service Plan for approval by the Authority.
- 5.1.3 The Operator Partner shall ensure that the Annual Service Plan is effective, measurable and sustainable with clearly developed actions on how the Services are to meet the Authority's Strategic Priorities and contribute towards wider local Strategic Outcomes.
- 5.1.4 The Annual Service Plan (incorporating the Sport and Health Development Plan, and the Marketing Plan) will set out how the Operator Partner intends to meet the Performance Indicator targets for Aldershot Pools and Lido following year 1 of the Commencement Date once a baseline has been established. It will also address issues identified from customer satisfaction data and the achievement of financial targets. The Annual Service Plan will set out how the Operator Partner intends to meet the Performance Indicator targets for Farnborough LCH, 12 months following the start of the Main Phase of the contract once a baseline has been established for Farnborough LCH.
- 5.1.5 The Operator Partner shall identify through the Annual Service Plan and through consultation with the Authority, where it will work with external partners, clubs/organisations within the Facilities and through the Health and Well-being Development Programme.
- 5.1.6 The Annual Service Plan shall identify specific areas of joint working with the Authority to reflect the partnership approach in delivering the Services.
- 5.1.7 The Operator Partner shall attend an Annual Service Plan workshop with the Authority two months prior to the Commencement Date and two months prior to the start of each subsequent year during the Contract Period.
- 5.1.8 The Annual Service Plan workshop shall provide an opportunity for both parties to work collaboratively to review the Annual Service Plan from the previous year and agree the Service Plan for the year ahead.
- 5.1.9 The Operator Partner shall be responsible for producing a draft Annual Service Plan for review at the workshop and for producing the final Annual Service Plan within 2 weeks following the workshop.
- 5.1.10 The Operator Partner shall ensure that the final Annual Service Plan is developed and implemented. It shall ensure that the final plan is submitted to the Authority for approval six weeks prior to the Commencement Date and six weeks prior to the start of each subsequent year during the Contract Period.
- 5.1.11 The Operator Partner shall ensure that the Annual Service Plan sets out in detail how programmes will be measured through the Key Performance Indicators. It should make use of best practice improvement tools including Sport England's Quest scheme and National Benchmarking Service (NBS), or equivalent model.

Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido

- 5.1.12 The Operator Partner shall ensure that a key focus of the Annual Service Plan is the development of pathways into sport, health and physical activity and relationships with local sports clubs, schools and community groups in line with both National Governing Bodies of Sport and the Hants and IOW CSP Energise priorities, as well as those of the Authority set out in Section 2 of this Specification.
- 5.1.13 The Operator Partner shall ensure that the Programme of Use within the Annual Service Plan includes the following requirements (See paragraphs 3.18.3 – 3.18.8).
- The need to offer a wide-ranging and diverse programme of activities designed to encourage greater levels of community participation across all relevant local social and cultural groups with a particular focus on increasing participation from members of the community with specific health needs and using group activity to improve retention, and increasing participation from those under-represented groups and geographical areas specific to Rushmoor as referenced in Section 2 of this specification
 - Provision of a wide range of recreational opportunities to all Rushmoor residents, including a balanced programme of pre-paid courses, classes, pay-as-you play sessions, club and school block bookings, holiday playschemes, casual usage and where applicable, special events
 - A management philosophy that encourages participation and engagement with all sections of the community
 - A regular and planned review of the programme of activities, considering customer and non-user research
 - Responsiveness to recreational trends to provide a dynamic and forward-looking Service
 - Setting and reviewing programme objectives on at least an annual basis
 - Having a promotional strategy in place that keeps customers informed of the programme and any planned changes
 - Outreach activities, working in partnership with the Authority and other service providers
 - Making optimum use of all available resources and Facilities
 - Monitoring usage levels
 - Contributing towards the Authority's Strategic Priorities and local Strategic Outcomes.

METHOD STATEMENT 1: HEALTH, WELLBEING AND SOCIAL VALUE – programme of use, and Health and Wellbeing Development Programme development, delivery and review

Reporting Requirements

- 5.1.14 The Operator Partner shall ensure that an Annual Service Plan Progress Update is provided to the Authority on a monthly basis as part of the Monthly Performance Report.
- 5.1.15 The Operator Partner shall submit details of any failure to maintain the required Overall Requirement set out above as part of the Monthly Performance Report. (See Performance and Deductions Document)

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

5.1.16 The Operator Partner shall ensure that the draft Annual Service Plan is provided to the Authority prior to the Annual Service Plan Workshop, which is held two months before the start of each Contract Year. The final Annual Service Plan shall be submitted to the Authority for approval six weeks before the start of each Contract Year.

5.2 Meetings and Reporting

Overall Requirement

- 5.2.1. A structured programme of bi-monthly partnership meetings will take place between the Operator Partner and the Authority and a series of reports, which provide the Authority with information on the Operator Partner’s performance in delivering the Services and plans for the future delivery of the Services will be supplied. (See Appendix 1 for an example Agenda).
- 5.2.2. A clear governance structure for the contract through a Partnership Board which meets annually. See paragraphs 2.5.3-2.5.6.

Performance Standards

- 5.2.3. The Operator Partner shall ensure that there is in place at all times a clearly defined responsibility chain for implementing, monitoring and reviewing service delivery.
- 5.2.4. The Operator Partner shall provide one overall Operator Partner’s Representative to be its authorised representative for the Facilities and Services operated on behalf of the Authority.
- 5.2.5. The Operator Partner’s Representative shall consult with the Authority’s Representative as often as may reasonably be necessary for the efficient provision of the Services.
- 5.2.6. The Authority shall be entitled to undertake inspections of the Facilities and Services at any time to monitor and review service delivery.
- 5.2.7. The Authority and Operator Partner will use Quest reports and the Sport England National Benchmarking Service, or equivalent model, to monitor and improve performance.
- 5.2.8. The Operator Partner’s representatives shall attend meetings with the Authority’s representative(s) in accordance with the schedule set out in Table 9.

Table 9: Meetings Schedule

Meeting	Attendees	Agenda
Bi-monthly from date of contract commencement	Operator Partner’s Representatives Local Authority’s Representatives	Review of operational and contract matters Monthly Performance Report
Annual Service Plan Workshop (within 2 months of the start of each Contract Year)	Operator Partner’s Representatives Local Authority’s Representatives	Review of Annual Service Plan (previous year) Development of Annual Service Plan (forthcoming year); final Annual Service Plan to be submitted to the Authority for approval six weeks prior to the start of each Contract Year.

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

Meeting	Attendees	Agenda
Strategic Board (Annually) Partnership	Operator Partner's Representatives Local Authority's Representatives	Progress on Annual Service Plan Progress against Strategic Priorities and contribution towards local strategic outcome Financial performance Service improvement opportunities Variations to contract and commissioning opportunities Other matters of a strategic nature considered appropriate for discussion by the Board

Reporting Requirements

5.2.9. The plans / programmes listed in Table 10 are to be submitted by the Operator Partner to the Authority for approval.

Table 10: Plans and Programme Reporting

Plan Title	Interim Phase/Main Phase	Frequency	Submission Date
Draft Annual Service Plan	Interim/Main	Annual	Fourteen weeks prior to the Commencement Date and six weeks prior to the Annual Service Plan Workshop.
Final Annual Service Plan	Interim/Main	Annual	Within two weeks following the Annual Service Plan Workshop.
Sport/Health/Physical Activity Development Plan	Interim/Main	Annual (as part of Service Plan)	One month prior to the Commencement Date and one month prior to the start of each subsequent Contract Year.
Health and Safety Management Plan	Interim/Main	Annual	One month prior to the Commencement Date and one month prior to the start of each subsequent Contract Year.
Programme of Use	Interim/Main	Annual (as part of Service Plan)	One month prior to the Commencement Date and one month prior to the start of each subsequent Contract Year.

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

Plan Title	Interim Phase/Main Phase	Frequency	Submission Date
Performance Indicator Targets (for implementation the following Contract Year)	Interim/Main	Annual (as part of Service Plan)	<p>Agreed as part of the Annual Service Plan.</p> <p>Year 1 of the contract will be base-lining for Aldershot Pools and Lido in order to set new Performance Indicators for Year 2. Subsequent years to be agreed at the Annual Service Plan Workshop.</p> <p>The first year of the Main Phase of the contract will be used to base-line for Farnborough LCH in order to set new Performance Indicators for the following Contract Year for the Facility. Subsequent years to be agreed at the Annual Service Plan Workshop.</p>
Marketing Plan	Interim/Main	Annual (as part of Service Plan)	One month prior to the Commencement Date and one month prior to the start of each subsequent Contract Year.
Planned Preventative Maintenance Schedule (PPM)	Interim/Main	Annual	One month prior to the Commencement Date and two months prior to the start of each subsequent Contract Year.
Schedule of Programmed Maintenance	Interim/Main	Annual	One month prior to the Commencement Date and two months prior to the start of each subsequent Contract Year.
Proposal for changes to Holiday Opening Hours e.g. Xmas, Easter	Interim/Main	Annual	<p>Every August preceding the next contract financial year</p> <p>N.B. The Operator Partner shall note that minimum opening hours at all Facilities are dictated by planning conditions and therefore cannot be changed.</p>
Proposal for changes to Pricing Schedule	Interim/Main	Annual	Every August preceding the next contract financial year

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

Plan Title	Interim Phase/Main Phase	Frequency	Submission Date
Emergency and business continuity Plan	Interim/Main	Annual	One month prior to the Commencement Date and one month prior to the start of each subsequent Contract Year.
Quest™ Plus Action Plan	Main	Biennial	Within one month of the receipt of the Quest™ Plus report.
Workforce Development Plan	Interim/Main	Annual	One month prior to the Commencement Date and one month prior to the start of each subsequent Contract Year.

Table 11: Reports

Report Title	Interim Contract/Main Contract	Frequency	Submission Date
Monthly Update	Interim/Main	Monthly	At meeting with Authority's Representative
Monthly Performance Report	Interim/Main	Monthly	Within one week of the end of each month.
Annual Service Plan	Interim/Main	Annual	Within one week of the start of the second Contract Year and one week prior to the Annual Service Plan Workshop for each subsequent Contract Year.
Active Communities Report	Interim/Main	Annual	Within one month of the start of the second Contract Year and within one month following each subsequent Contract Year.
Maintenance Report (to include evidence of annual servicing of all equipment including sports fixed and portable equipment)	Interim/Main	Annual	Within one month of the start of the second Contract Year. Within one month following each subsequent Contract Year.
Fire Risk Assessments	Interim/Main	Annual	One month prior to the Commencement Date and one month prior to the start of each subsequent Contract Year.

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

Report Title	Interim Contract/Main Contract	Frequency	Submission Date
Fire Alarm Servicing and Certification	Interim/ Main	Annual	One month prior to the Contract Commencement Date - and one month prior to the start of each subsequent Contract Year.
Site Risk Assessments (evidence to be provided demonstrating they have all been undertaken)	Interim/Main	Annual	One month prior to the Contract Commencement Date One month prior to the start of each subsequent Contract Year.
Legionella Risk Assessment	Interim/Main	Bi -annual	For each site; remedial actions to be supplied as part of the assessment.
Electrical Certificates	Interim/Main	Every 3 years for pools PAT testing should be in accordance with the wiring regulations and relevant guidance	Within two weeks of receipt of certificate.
Equipment Inventory	Interim/Main	Annual	Within one month following the start of each Contract Year.
Licenses and Legislation Compliance Report	Interim/Main	Annual	Within one month following the start of each Contract Year.
Insurance	Interim/Main	Annual	One month prior to Commencement Date One month prior to the start of each subsequent Contract Year. Written evidence that the Operator Partner has valid insurance cover in place as per the requirements and limits set in the contract.
Quest Plus Report	Main	Bi – annual	Within one week of receipt.
Equalities Monitoring Report	Interim/Main	Annual	Within one month following the start of each Contract Year.

**Rushmoor Borough Council
Services Specification Farnborough Leisure and Cultural Hub; Aldershot Pools and Lido**

- 5.2.10. The Monthly Performance Monitoring Report shall contain details of any failures to maintain the Overall Requirement as set out in this Services Specification.
- 5.2.11. The Monthly Performance Monitoring Report should be concise and contain a maximum 1-page summary on each of the areas shown in
- 5.2.12. 12.

Table 12: Monthly Performance Report

Customer Complaints and Feedback Summary
Major Accidents, Incidents and near misses Report
Usage Data
Energy consumption data
Membership numbers broken down by type
Income and Expenditure accounts broken down by budget headings
Maintenance Programme Progress Update
Completion of all Legionella Checks
Details of any servicing carried out during the period
Copies of corrective action logs showing all reactive maintenance undertaken, time taken to rectify and any failings to complete within rectification period
Service Plan Progress Report
Marketing Plan Progress Report
Sport England Quest and National Benchmarking Service, or equivalent, outputs and subsequent improvement plans

- 5.2.13. An assessment of Key Performance Indicators shall be included as an Appendix to the Monthly Performance Report.
- 5.2.14. The Annual Service Plan shall, as a minimum, provide a summary of the results and recommendations set out in all the reports outlined in Table 5.4 and report on performance against the annual plans and programmes agreed prior to the commencement of the relevant Contract Year.