



Scrutiny Committee

16:30 to 18:00

28 February 2022

Present: Councillors Wright (chair), Fulton-McAlister (M) (vice chair), Button (substitute for Councillor Manning), Carlo, Driver, Galvin, Giles, Maxwell (substitute for Councillor Huntley), Osborn, Peek (substitute for Councillor Thomas (Va)), Stutely and Thomas (Vi)

Apologies: Councillors Everett, Huntley, Manning and Thomas (Va), and, Councillor Packer, cabinet member for health and wellbeing

1. Introduction

The chair explained that this meeting had been convened to consider a call-in of a decision the cabinet had made at its meeting on 9 February 2022 to award a contract for the delivery of tennis centre operations in Norwich.

2. Declarations of interest

There were no declarations of interest.

3. The Award of a Concessionary Contract for the Delivery of Tennis Centre Operations in Norwich

(Councillor Waters, leader of the council, on behalf of Councillor Packer, cabinet member for health and wellbeing, and the head of environment services and the parks and open spaces manager, attended the meeting for this item.)

The chair referred to the report and invited the members who had called in the decision to award a concessionary contract for the delivery of tennis centre operations in Norwich to give a short introduction to the reasons for the call-in.

Councillor Galvin thanked the members for attending the committee meeting convened for this call-in. It was important to ensure that public money was spent well and that the contract was fit for purpose. The report to cabinet on 9 February did not have sufficient information to provide comfort that the contract would be fit for purpose without further information.

The chair referred to the questions that had been submitted to form the call-in (set out in paragraph 4) and suggested that the questions would be taken in sections, followed by discussion and an opportunity for members to ask further questions.

The parks and open spaces manager answered questions 1) to 15) under Contract Management. (The full set of questions and the officer response is attached to these minutes as appendix A.)

In reply to a member's questions, the parks and open spaces manager said that the household rate of £35 per annum would not change in the first year of the contract but going forward there was an opportunity to discuss changes to fees with the provider. He did not anticipate that prices would increase steeply after the first year and prices would not necessarily be the same across the city. The head of legal and procurement commented that potential suppliers would be required to provide pricing structures as part of their business plans for evaluation. The supplier would therefore enter the contract with an expected pricing structure in place.

A member commented on question 12) and, with the help of the chair, asked how in affluent areas, individuals, or groups experiencing deprivation or in receipt of Universal Credit, would be targeted to encourage participation and meet inequality targets. The parks and open spaces manager said that this was a good point. Data on this and protected characteristics would be collated and picked up by the new operator. Baseline data had not been collected in 2012 as the focus had been on increasing participation and providing quality facilities on a sustainable financial basis. This data was not available at the present time. Councillor Waters, the leader, replied that the scheme should be considered in the context of the council's active pursuit of its robust anti-poverty strategy, as demonstrated in the budget for 2022/23, where significant sums had been budgeted to support people in financial difficulties and make facilities available to them.

The parks and open spaces manager confirmed that three suppliers had expressed an interest in tendering for the contract.

A member acknowledged that the court surfaces would be permeable but asked what flood risk assessment had been carried out. The parks and open spaces manager said that this would have been conducted as part of the planning application process.

In reply to a member's question, the parks and open spaces manager confirmed that there was no viable alternative to a concessionary contract to provide the service. There had been two expressions of interest from a community group in relation to the courts at Heigham Park at the time of the planning application for that area. One group was provided with information to submit a proposal but later advised that there was limited support within the group to take it forward because of the amount of work involved. The second interested party submitted a business plan which did not offer a viable proposal, or reflect the council's objectives, for the provision of tennis in the park. It would have been more expensive than the cost of playing on a Norwich Parks Tennis run facility. During the time of considering the proposals, LTA funding programmes had reduced from 50% to 25% and then the schemes ceased altogether. A member commented that the community group's proposed charges were £60 per household per annum, significantly more than the current fee of £35. A member commented that the prices were too high for people on low incomes who were experiencing increased costs to eat and heat their homes and now to play tennis. The leader referred to the current government and said that it was an ambition of the city for its residents to enjoy the best quality of life as possible and to

have access to leisure facilities, as well as having sufficient to eat and good quality shelter.

The parks and open spaces manager answered questions 1) to 10) under Equalities and Customer Service, and then answered additional questions from members of the committee.¹

As a follow up to question 1) from the chair, the parks and open spaces manager said that the new operator would be expected to start collating baseline data within one month from the commencement of the contract from existing members, on a voluntary basis and then collect data from new members. A member said that the lack of baseline data was the crux of the matter. He considered that before any further spending on tennis courts, there needed to be an evaluation of the benefit that investment in tennis had made to citizens of Norwich.

In reply to a member's question about clarification on the free use of courts and equipment, the parks and open spaces manager said that people could use their own equipment, but the council did not want a lack of racquets or balls to be a barrier to playing tennis. Residents could play in their own shoes or trainers. It was not necessary to own tennis shoes. Concessions at the parks could provide the keys and equipment to users of the tennis courts on a similar basis to the table tennis at Eaton Park.

A member referred to the investment of £750k in 2012 and asked what the policy objectives at the time were. The parks and open spaces manager explained the focus had been to address the issues of deteriorating courts, increased revenue costs for maintenance and reduced participation. The grass courts were costly to maintain and could only be used for part of the year, and usage had been reduced. At Heigham Park the number of regular groups using the courts fell from five to one. The first contract to deliver high quality, accessible value for money tennis facilities and services on a financially sustainable basis had been for an initial 5 years and extended annually, as a result of annual challenges in getting the new provision delivered. There had been delays to the construction of the all-weather court facilities and with the completion of the facilities at Heigham Park, the council was now at the point of retendering the contract.

The parks and open spaces manager answered a question on the extra hours that the floodlit all-weather courts provided and said that there were some restrictions on court use due to coaching sessions. Court use had grown from zero hours to around 20,000 hours of tennis. The LTA had set a target of 17,000 hours for the current contract. The new sites and contract could not guarantee that this would be doubled. The council was working with the LTA, looking at potential growth in this sector using its database and information from the National Office of Statistics on the number of people wanting to play tennis.

A member asked how households on universal credit would be able to participate as the Norwich Notes were no longer in use and whether there was free use of the facilities available to people. Also, she said that she considered that the

¹ Note that Norwich Parks Tennis will be promoted on the operator's website and not hosted by the LTA as members were advised at the meeting.

membership of 810 households was too low for the amount of public money that had been spent on improving facilities. A significant number of these households came from outside the city council's boundary. The parks and open spaces manager said that the households from outside the city supported the financial sustainability of the scheme and was not an issue as there were courts available for residents. Consideration could be made to increase the cost to non-city residents, in a similar way that non-city residents paid more for allotments.

In reply to a further question regarding uptake from residents in receipt of universal credit, the parks and open spaces manager said that the council did not yet have the data available but that as part of the transition to the new contract it would be collected. Concessions for people in receipt of universal credit would be considered as part of the discussions with the operator. The scheme needed to be financially sustainable.

A member referred to the previous contract arrangements to replace the grass tennis courts because of maintenance issues and that no data of usage was held. Members needed assurance that the data would be collected. No other groups had been involved. She suggested that there was a user group that could contribute, and that the data was published or available to members. The parks and open spaces manager said that the contract officer would manage the contract and ensure the data collection as part of that process. Norwich Parks Tennis who had the contract since 2012, was part of a model that the LTA ran across the country and was one of the few that operated on this basis and raised an income for its local council.

A member commented that low incomes should not be a barrier to playing tennis and that one of the reasons for the all-weather courts had been to provide tennis facilities at Heigham Park was to provide people in receipt of universal credit with access to facilities, as the cabinet member for social inclusion was on record of saying.

The head of environmental services commented on the equality and inclusion evaluation for contractors (appended to these minutes at appendix A). He said that communications to residents would be agreed by the contractor and the parks and open spaces manager and would include marketing on the website and social media to ensure that it was inclusive and encourage people on low incomes or with protected characteristics. He acknowledged that data had been lacking or not as effective as it could be and that lessons had been learned. The contract that had been drawn up in consultation with the LTA would require data on deprivation and protected characteristics, and clear performance indicators.

The parks and open spaces manager answered questions 1) to 3) under Specific Deliverables and then answered additional questions from members of the committee.

In reply to a member's question, the parks and open spaces manager said that there was no data on "no shows" where a player did not turn up for a booked session. It had not been raised as an issue by the current operator. The member commented that to the operator, a booked tennis court equated to a game of tennis played.

The leader reflected on his personal experiences and said that if a court was booked and not used, it denied others the opportunity to play on that court and suggested that the operator was advised if a group did not turn up to play. The scheme also provided access to tennis coaches to enhance tennis skills. Norwich had the highest number of people in the country wanting to play tennis and the additional capacity would meet this demand. The parks and open spaces manager said that the proportion of the population wishing to take up tennis was supported by the LTA's website. The chair commented that like Parkrun, new provision generated an interest and opportunities which was likely to happen with the new courts.

The parks and open spaces manager clarified that the membership for a household would allow one entry through the access gate for a group, even if that included players from outside the household.

During discussion, a member stressed the importance of ensuring that public money was well spent, particularly for the residents concerned about the changes at Heigham Park. The council had provided facilities in difficult circumstances but without a proper understanding and knowledge of the usage. She was satisfied that this information would be collected going forward and therefore could support the proposal (as set out in the cabinet report).

A member commented on the low level of membership at Harford Park of 24 households compared with 93 at Waterloo Park and asked what benchmark would be taken forward to evaluate this. She also commented on that several household memberships were from households outside the city and asked that there should be a differential membership for them. This would help support city residents on low incomes.

The chair commented on the two options available for the call-in to either support the recommendations of the cabinet report or to refer it back to cabinet. The monitoring officer advised that there was a degree of negotiation on the pricing structure written into the contract and that a differential membership fee for residents outside the city council boundary could be considered as part of that process.

Discussion ensued on the relatively low usage of the all-weather court at Harford Park. The parks and open spaces manager said that this was due in part to the poor quality of the surface and that it had no lighting. The expansion of the tennis court provision across the city was being considered by officers and the LTA, and to put funding in place improve the facilities at Harford Park. A member agreed that investment was needed at this park.

Councillor Giles moved and Councillor Maxwell seconded that that the committee supported the cabinet decision, and it could be implemented.

RESOLVED, with 9 members voting in favour, two members voting against, and one abstention, to support the cabinet decision, which can now be implemented.

APPENDIX

Call in for scrutiny of Item 8 Cabinet Committee Date: 09/02/2022

The award of a concessionary contract for the delivery of tennis centre operations in Norwich

Purpose: To consider delegating authority to award the concessionary contract for the delivery tennis centre operations in Norwich.

Recommendation:

To:

- 1) enter into a concessionary contract for the provision of tennis centre operations in Norwich; and
- 2) delegate the award of the contract to the most economically advantageous supplier to the Executive director of development and city services, in consultation with the portfolio holder for Health and Wellbeing

The call in is to examine **contract management, equalities and customer service**, and **specific deliverables** to check that the city is delivering its aims in this provision of: people living well and great neighbourhoods, housing and environment corporate priorities.

Ref CONTRACT MANAGEMENT		
1a	What constitutes the management of the operation of the courts?	<p>Customer management</p> <ul style="list-style-type: none">• The service provider is responsible for the management of court bookings and also the point of contact for customer enquiries and complaints. <p>Preparation for play</p> <ul style="list-style-type: none">• The operator will ensure that all hard surfaced sports areas as ready for play at all times.• The operator will ensure that the surface will be free of stones, debris, faeces, glass, leaves and litter.• The operator will be responsible for maintaining posts and nets throughout the year.• The operator will ensure that all posts and nets are inspected for defects and repaired or replaced immediately and so ready for use.• The operator will report any signs or vandalism to Norwich City Council• The operator will be expected to conduct weekly site condition checks of all courts (health and safety, any damage, overall condition) and record on a form and evidence is to be produced at monitoring meetings. If there are any concerns or damage noted during the weekly checks, reported by a member of the public or noticed by the operator, the

		<p>operator must notify the council within 24 hours and ensure that appropriate health and safety measures are carried out.</p> <ul style="list-style-type: none"> • The operator will supply Norwich City Council, upon request, with an electronic copy of all inspection data in a format to be agreed with Norwich City Council <p>Maintenance Operations</p> <ul style="list-style-type: none"> • The Operator will achieve the standard outlined above by a regular programme of maintenance. • Daily bin emptying. • Professional jet wash and cleaning which includes annual moss and weed treatment will be the operator's responsibility. Evidence is to be produced at relevant monitoring meetings of completion of cleaning and treatment works, evidence such as receipts or invoices will be sufficient. All contractors engaged to provide this service will be required to be approved by the council before commencement of works to ensure that methods of cleaning are in accordance with the warranty information for the surface. • Clearing of leaves / debris off the courts will be the operator's responsibility – for preference and to be kinder to the surface the use of a battery-operated blower is required. Any alternative options will need to be specified and then agreed by the council. • The operator will be liable for repairs to surface or equipment due to misuse. If this is proven to be gross misuse the contract may be cancelled with immediate effect and the council would expect any repairs to be made at the operator's cost
1b	In what increments will the annual income to the council of £32,200 for the site costs be provided (payable annually, monthly)?	<ul style="list-style-type: none"> • The council will invoice the operator for all charges quarterly in arrears.
1c	What the penalties are around non provision of service or non payment?	<ul style="list-style-type: none"> • If issues arise with non-provision of service or non-payment these will be picked up early via contract meetings with the aim of working together on an improvement plan to resolve the problem. If this does not resolve the issue then a last resort would be to end the contract.

		<ul style="list-style-type: none"> Options would then be to re-procure, potentially delivering a basic service in-house in the interim, eg members can still join and still book and access courts. The current review of Environmental services business plans will incorporate this as a specific area of risk.
2a	What controls the council has over the rates charged by the company to the public?	<ul style="list-style-type: none"> Single site membership charges will be fixed at £35 per household for the first year of the contract (1 April 2022 to 31 March 2023). Following this, membership charges will be negotiated by the operator and the council. The operator will submit proposed membership pricing as part of their business plan.
2b	What control the council has over the membership system operated by the company?	<ul style="list-style-type: none"> The membership system used 'ClubSpark' is hosted by the LTA and this links bookings with the automated gates at the sites as well as gathering some performance indicators. The software currently doesn't gather all the information the council requires for the new contract monitoring. This has been discussed with the regional representative of the LTA and they will be feeding this request into their development team. As with all software supplier updates there are certain conditions that need to be met to warrant the investment. LTA did acknowledge there is a need and that will be fed back. In the interim the contractor will be required to put a system in place, which we will develop with them during mobilisation. Data and software relating to membership is required to be transferred to the next operator at termination of the contract. This system also facilitates the pay and play operations. If someone does not have a smart phone or computer bookings are taken manually over the telephone by the service provider. The system doesn't record all the criteria that will be required to monitor performance against the council's performance indicators. The service provider will be required to put in place a recording system that will meet the council's data requirements for monitoring performance. This will involve requesting new data from existing members from 1 April 2022 to establish a baseline.
3a	What risk assessment/due diligence has been conducted/be required?	<ul style="list-style-type: none"> An options appraisal (assessing risk) has been conducted to ensure the procurement route is appropriate, this has been signed off by the Executive director of development and city services and Business relationship and procurement manager.

		<ul style="list-style-type: none"> • Appropriate procurement practice has been followed for this contract, in line with public contract regulations and the council's procurement principles. • This includes that the suppliers have been required to complete the standard procurement questionnaire, including: <ul style="list-style-type: none"> ▪ Company disclosures, including details of Persons of Significant control and relevant registrations ▪ Mandatory exclusions and discretionary exclusions ▪ Economic and financial standing ▪ Technical and professional ability including ▪ Examples of other contracts they have undertaken and contact details • Procurement has been planned and carried out to allow for appropriate mobilisation between the current contract and new contract. • Financial forecasting is required as part of the quality evaluation for this procurement, a further Dunn and Bradstreet check is conducted on any supplier to ensure they are of financial standing to carry out the contract
3b	Which break clauses are in the contract?	<ul style="list-style-type: none"> • 5 year plus 5 years. Standard clauses relating to; failure to provide services, breach of licence, financial performance,
4a	Regarding provision of LTA registered venues to ensure safeguarding obligations are fulfilled – what the assessment process is for safeguarding checks: independent or self-led?	<ul style="list-style-type: none"> • The company has a contractual obligation to ensure that all individuals engaged in the provision of the Regulated Activity are subject to a valid enhanced disclosure check undertaken through the Criminal Records Bureau including a check against the adults' barred list or the children's barred list, as appropriate; and monitor the level and validity of the checks under this clause for each member of staff. • LTA registered venues have comprehensive specific obligations that need to be met. • Compliance with both of the above will be monitored via contract monitoring meetings involving the council, service provider and the regional officer from the LTA.
4b	What will happen if a venue fails to achieve minimum (LTA) standards and loses its registration?	<ul style="list-style-type: none"> • The contract officer would work with the service provider and the LTA to ensure an improvement plan is put in place and delivered.
5	Who checks that the company has ensured facilities and services provided are safe?	<ul style="list-style-type: none"> • The contract officer will monitor this through information provided as part of the contract monitoring process, by a random schedule of visits to

		facilities to assess them and recording their findings. Issues will be raised at the contract monitoring meeting.
6	Who audits the accounts of the company to check it is paying the Living Wage, and how often?	<ul style="list-style-type: none"> • Audited year end accounts in relation to the council's tennis centre operations are provided by the operator to the council by July each year from 2023. • The contract officer will require evidence of salaries paid and compliance with the Living Wage as part of the contract monitoring process. Contract management meetings will take place every two months unless there are any concerns arising during the mobilisation phase, in which case they will be monthly until the council is satisfied the service is being delivered to achieve the targets set. • Norwich City Council expect the service provider to manage on an "open book" basis with the council able to review progress on a regular basis as agreed with the successful service provider.
7	What is the term of the contract?	<ul style="list-style-type: none"> • 5 years plus a possible 5 year extension.
8	How will the council audit the above provision during the contract term (will a service level agreement be entered into)?	<ul style="list-style-type: none"> • The provision has not been included in this years audit plan. There won't be an SLA as there is a contract in place.
9a	Who maintains the facilities and to what standard?	<ul style="list-style-type: none"> • See above - Contract management 1a • The council is responsible for the annual maintenance of the gates, lighting columns, and scheduled resurfacing and repainting.
9b	Who deals with ad hoc issues such as vandalism?	<ul style="list-style-type: none"> • The service provider will report issues of criminal damage to the police and also the contract officer; and ASB will be reported to the council. • The operator will be liable for repairs to surface or equipment due to misuse. • The council is responsible for the lighting columns, fencing and access gates.
9c	If unforeseen issues or maintenance affects profitability, what process is followed?	<ul style="list-style-type: none"> • NPT has been set up in a way to minimise the risk of this. • A scheduled programme of annual light and access system maintenance, along with scheduled resurfacing and colouring is in place to minimise the risk of unforeseeable in year issues. • The new surfaces are under warranty and will be maintained in accordance with the conditions of the warranty.

		<ul style="list-style-type: none"> • The service provider is also carrying out weekly maintenance as specified elsewhere to maintain the quality of the courts. • The issue has not arisen in the previous 10 years. If it does arise it will be on a case-by-case basis regarding the specifics of the incident and also the financial situation at the time.
10	Will the company provide an out of hours service if floodlights are misused or is this the council's responsibility?	<ul style="list-style-type: none"> • No. The floodlights are the responsibility of the council and would be covered by the council's standard out of hours operating procedures for all its public assets.
11a	How will the company liaise with local residents and park Friends groups?	<ul style="list-style-type: none"> • Norwich Parks Tennis has an established relationships with the Friends of Eaton Park and utilises notice boards managed by the friends to advertise initiatives. Friends of Waterloo Park are relatively new. Awareness of Norwich Parks Tennis is raised with all residents through Citizen periodically.
11b	Will it be encouraged to form links, if so how?	<ul style="list-style-type: none"> • Exploring the benefits of NPT and friends of groups is something we will do throughout the new contract. There are some key areas in the PIs we wish to prioritise for driving improvement in first though.
12a	What are the Council's criteria for selecting a provider? Please supply a copy of the evaluation.	APPENDIX A
12b	How much weight will be given to the need to increase use by people from reducing inequality target areas?	APPENDIX A
13	What lessons from earlier contracts for Norwich Parks Tennis has the Council drawn on in formulating the contract for a new provider?	<ul style="list-style-type: none"> • When NPT started it was a new model. Developed with the LTA and 50% funded by them. It was led by Sports development colleagues but delivered at Eaton Park. The LTA had conditions relating to the acceptance of their funding around player pathways. • There have been considerable changes from the original contract to this one based on lessons learnt. <ul style="list-style-type: none"> ○ Improved alignment with the council's priorities. ○ Driving income generation through player coaching is self motivated by the service provider, our focus needs to be on the activities outside of that which deliver the council's required outcomes. ○ PIs being driven by the council's needs and not the LTA
14	What arrangements will be put in place if the provider is no longer able to satisfy the contract?	<ul style="list-style-type: none"> • See above Contract management 1c

15	What additional arrangements for monitoring and evaluating performance will be put in place based on experience of Norwich Parks Tennis since 2012?	<ul style="list-style-type: none"> • When NPT started it was a new model. Developed with the LTA and 50% funded by them. It was led by Sports development colleagues but delivered at Eaton Park. The LTA had conditions relating to the acceptance of their funding around player pathways. <ul style="list-style-type: none"> ○ Increased framework of PIs to enable more specific monitoring to improve data held to monitor contract performance, identify issues early and make changes. ○ Improved data to target specific user segments ○ The way in which primary data supporting PIs is provided to enable use, manipulation by the council. ○ A need for data types and form of reporting to be consistent throughout the contract and changes approved by the contract officer. ○ Improved folder structure for the saving and efficient retrieval of data. ○ Contract meeting to have an accountable officer, previously this was not clearly specified. ○ Improved contract meeting structure and Terms of Reference agreed. ○ Ensuring that the service provider provides the data required in accordance with pre-meeting timescales. ○ Improved contract management meetings that drill down on the performance and where required drive change and improved performance.
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EQUALITIES AND CUSTOMER SERVICE

1	Explain and provide the baselines that the contract seeks to increase on, and by what factor the increase is expected, in these areas: levels of people's activity; use by local schools; use by specific age groups (which age groups); use by people from reducing inequality target areas; interest and opportunity for people to take up tennis (how will this be measured); use by people with a disability; use of the facilities by members of underrepresented ethnic groups?	<ul style="list-style-type: none"> • The council's expectation is that the understanding of the level of use by protected groups is improved to provide a baseline and that stretching targets are put in place to increase use. These will be informed using improved membership data, Norwich data and LTA data and agreed with the service provider during the mobilisation period. • Data regarding protected characteristics will be dependent on the data being volunteered by members.
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2	How will equipment be provided to those without the means to purchase racquets, balls and tennis shoes?	<ul style="list-style-type: none"> • These sessions are usually provided as free ones by the service provider and racquets and balls are made available. Tennis shoes are not required a pair of training shoes or plimsols are adequate to play. • How people transit from free introductory tennis is something to explore with the next service provider in terms of funding to support it and the use of other park concessions on those sites that have them for the loan of equipment. This does happen for table tennis at Eaton Park already.
3	Which groups have been consulted in the drawing up of these requirements and the contract?	<ul style="list-style-type: none"> • The tender process has been informed by the council priorities, procurement procedures, learnings from the previous contract and the development officer from the LTA.
4	How will customer satisfaction be measured?	<ul style="list-style-type: none"> • Complaints and compliments will be monitored monthly. The use of a customer satisfaction survey will be discussed with the provider to identify areas for service improvement. It is currently being considered as something that the council may do as part of its contract monitoring. Exact detail requires working up with the service provider to try and maximise the outcomes from the contact to improve the service.
5	Who arbitrates if a complaint is received by the public regarding the service?	<ul style="list-style-type: none"> • Complaints will be initially handled by the service provider. If they are unable to resolve it satisfactorily in the eyes of the complainant, the complainant will be able to escalate to the council's complaints process.
6	Will Norwich Notes be accepted by the company in payment?	<ul style="list-style-type: none"> • This has been discussed previously with the existing provider who was open to accepting them but Norwich notes are no longer active.
7	How has the Council addressed the inbuilt bias of the contract towards not increasing use by people from reducing inequality target areas and impacting on the provider income?	<ul style="list-style-type: none"> • Tender quality evaluation criteria scores have been weighted to increase the focus on community engagement and reducing inequality. The provision of player development pathways coaching has not been scored as this is the main income generator for the operator but not a priority in terms of the objectives of Norwich Parks Tennis. Performance criteria in the contract are focussed on the objectives of NPT. Performance against these criteria is a consideration when determining an extension after five years.
8	Will the Council ask the new provider to supply free tennis coaching and floodlighting to people on very low incomes and if so, what will be the minimum number of free sessions per annum required?	<ul style="list-style-type: none"> • There is a requirement to provide free taster days with coaching support and also free open sessions for court use, at all sites and on a quarterly basis. It is unlikely that these will include floodlit sessions.
9	What is the Council's expectation over the increase in the use of courts by groups with protected	<ul style="list-style-type: none"> • The council's expectation is that the understanding of the level of use by protected groups is improved to provide a baseline and that stretching

	characteristics based on its experience and monitoring of Norwich Parks Tennis since 2012?	<p>targets are put in place to increase use. These will be informed using improved membership data, Norwich data and LTA data and agreed with the service provider during the mobilisation period.</p> <ul style="list-style-type: none"> • Data regarding protected characteristics will be dependent on the data being volunteered by members.
10a	How many tennis sessions annually does the Council anticipate will be covered by Norwich Notes based on its experience of Norwich Parks Tennis since 2012.	<ul style="list-style-type: none"> • See above - Equalities and customer service 6
10	Will regular free coaching and use of floodlights be offered alongside?	<ul style="list-style-type: none"> • Use for a supported get into tennis session would be the preferred route. They will not be floodlit sessions.
SPECIFIC DELIVERABLES		
1a	What kind of services are expected to be provided at the pavilion at Heigham Park?	<ul style="list-style-type: none"> • The pavilion will be for use by the service provider.
1b	As it is currently derelict, who will undertake the renovations to make it possible to provide services there?	<ul style="list-style-type: none"> • The loss adjuster has agreed a settlement. The work has been tendered and the contract awarded.
2a	What are the improvements at Harford Park tennis courts and when will they be delivered; how does this link to an increase to £35,900.	<ul style="list-style-type: none"> • New floodlighting, re-fencing, resurfacing and repainting. Funding confirmation has yet to be received. The courts will be charged at their current rate of £900 per annum, until the improved facility is delivered.
2b	'A further £7,456 if office space at Eaton Park is required' – what provision does that refer to?	<ul style="list-style-type: none"> • The current service provider has an office and storage space in the rotunda. It is an option for the service provider to operate out of the rotunda or not.
3	What is the minimum spec for consumables such as nets and balls, and what other items fall under 'etc' here.	<ul style="list-style-type: none"> • Minimum specifications for consumables have not been specified. Currently members provide their own rackets and tennis balls. • For free sessions hosted by the operator the equipment provided will be fit for the sessions being held. It is not in the interest of the operator to provide inferior equipment that makes play difficult and discourages people to take up the sport. • Etc covers net ties downs and straps.

1.0 QUALITY EVALUATION CRITERIA (80%)

To enable the council to evaluate the proposed quality of service, operators are required to provide **4** method statements. Using their own style, operators should submit detailed responses for the method statements shown below at **point 9.02**.

Operators should make their responses specific to each method statement and its requirements and no generic responses should be submitted.

The evaluation of method statements below will be assessed and scored using the following methodology and marking scheme:

1.	Charge requirements & financial forecasts
	<p>Confirmation of a operator's ability to pay the required charges for this requirement as detailed and financial forecasts.</p> <p>Your answer should include business plan, financial forecasts, membership predictions and evidence of how you have arrived at these figures (market research etc.)</p> <p>SCORE: 20 MARKS</p>
0 Inadequate	No evidence has been provided of the operator's ability to pay required charges; financial forecasts have not been provided.
1 Concerns	Some evidence has been provided of the operator's ability to pay required charges, but detail is lacking and financial forecasts have not been provided.
2 Potential	Evidence has been provided of the operator's ability to pay required charges but not in sufficient detail to assure delivery; financial forecasts have been provided and are realistic.
3 Capable	Full evidence has been provided of the operator's ability to pay required charges and financial forecasts have been provided and are realistic.

2.	Safeguarding children and vulnerable adult's
	<p>Referring to the service specification, please set out how your organisation will deliver this service to meet the safeguarding requirements for adults and children. This should include clear details of the roles and responsibilities of key people/ partners involved in service delivery.</p> <p>SCORE: 20 MARKS</p>

0 Inadequate	Operator has provided inadequate information and no evidence covering the requirements of the LTA and Norwich City Council Safeguarding policy. This indicates that the operator lacks certain requirements in this area to achieve required standard of service delivery.
1 Concerns	Operator has provided some information and evidence covering the requirements of the LTA and Norwich City Council Safeguarding policy. This indicates some concern that the operator may lack certain requirements in this area to achieve required standard of service delivery.
2 Potential	Operator has provided information and evidence covering the requirements of the LTA and Norwich City Council Safeguarding policy. This indicates that the operator has potential in this area to achieve required standard of service delivery.
3 Capable	Operator has provided comprehensive information and strong evidence, covering all the requirements of the LTA and Norwich City Council Safeguarding policy. This indicates that the operator can deliver outcomes to the required standard.
3.	<p>Quality of service and marketing plans</p> <p>Outline proposals of how you will deliver the quality of service, this should include your marketing plan.</p> <p>Please refer to Appendix H for a breakdown of key performance indicators in this area. Your answer should include development and enhancement of service.</p> <p>SCORE: 15 MARKS</p>
0 Inadequate	No programmes and plans provided or very limited plans, indication that the operator lacks quality of service and marketing to achieve the required standard of service delivery.
1 Concerns	Some programmes and plans provided but they are not detailed, indication that the operator may lack quality of service and marketing to achieve the required standard of service delivery.
2 Potential	Programmes and plans provided, information is at a sufficient level to indicate that the operator has the potential quality of service and marketing to achieve the required standard of service delivery
3 Capable	Comprehensive and strong programmes and plans, indicating operator capable of delivering outcomes to required standard.

<p>4.</p>	<p>Community engagement and reducing inequality</p> <p>Please explain how you will engage the local community and reduce inequality in Norwich? This should include participation initiatives to address inequalities specifically in relation to deprivation, ethnicity, gender and age and reference how you will measure success.</p> <p>Please refer to Appendix H for a breakdown of key performance indicators in this area; your answer should include how you plan to capture and report on this data.</p> <p>SCORE: 25 MARKS</p>
<p>0 Inadequate</p>	<p>No or very little examples of how the community would be engaged or inequality reduced. Significant indications that operator lacks certain requirements in this area to achieve the required outcomes / information inadequate.</p>
<p>1 Concerns</p>	<p>Some examples given of how the community would be engaged or inequality reduced, but assumptions have to be made and there are some concerns that operator may lack certain requirements in this area to achieve the required outcomes of service delivery.</p>
<p>2 Potential</p>	<p>Examples of how the community would be engaged and inequality reduced have been given, no assumptions have had to be made and each of the indicators on Appendix H covered. Information indicates potential to deliver required outcomes.</p>
<p>3 Capable</p>	<p>Comprehensive and strong information indicating operator capable of delivering outcomes to required standard. Examples of engaging community and reducing inequality given with reference to each indicator on Appendix H given.</p>