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**Our ref: GLA 80520
Your ref:
Date: 5th March 2013**

Consultants Brief for Agents – National Sports Centre, Crystal Palace

On 7th September 2009 the Greater London Authority's (GLA) procurement function was delegated to Transport for London (TfL) with the result that TfL Group Procurement manages the GLA's procurement function, which includes undertaking procurement exercises on behalf of the GLA.

Interested parties should note that TfL is acting as procurement agent on behalf of the GLA and that all information provided as part of the procurement process will be shared with the client department/project team at the GLA.

1. Background

There has been a major sporting facility within Crystal Palace Park since the 19th century. It was the original home of Crystal Palace football club from the 1860's and hosted the FA cup final from 1895 to 1914. In addition, the park has hosted other sports including motor racing, cricket, rugby, show jumping and American Football.

The National Sports Centre (NSC) at Crystal Palace was constructed in 1964 and was one of five National Sports Centres run on behalf of Sport England. Until 2012, it was the main centre for athletics and swimming in London but that role is being taken on by Olympic venues in Queen Elizabeth Park, Stratford. As a result, a new focus is required for the facilities at Crystal Palace.

Ownership of the Crystal Palace National Sports Centre was transferred from Sport England to the London Development Authority in 2006 and then to the Greater London Authority (GLA) in April 2012. The centre is managed by GLL on behalf of GLA Land and Property Limited (GLAP).

The National Sports Centre comprises of a Grade 2* listed building of c200,000 square feet which provides for both "wet and dry" activities in one vast, open hall, supported by a number of internal rooms providing squash courts, gymnasium, training pool etc.

The LDA spent in excess of £17m on upgrading the NSC between 2006 and 2012.

The athletics stadium has a capacity of 15,500 which is capable of expansion up to 24,000 by the use of temporary seating. Until 2012, the stadium had been the home of the Diamond League athletics meeting in London and is currently used for events such as the London Youth Games. In the past, pop concerts have been held in the stadium. There are a number of commercial tenants housed within the Jubilee Stand.

The complex also includes The Lodge. This is a hostel which provides 85 bedrooms with 144 bed places and has additional catering and conference facilities. There are also a number of residential properties in the grounds (houses and flats) which are used by sports related occupiers.

In addition, Capel Manor College have an educational facility within the GLA's demise. This comprises of an educational/administrative building, animal shelters and is supported by additional rooms within the Jubilee stand.

Tenure

Crystal Palace Park is owned by the London Borough of Bromley. The NSC is leased to the GLA for a term of 125 years (less three days) at a peppercorn from 25th March 2006. Capel Manor Farm is held by way of an additional lease from the London Borough of Bromley, along similar lines to the main lease.

Crystal Palace Park

Crystal Palace Park is one of the most important parks in the country, and is of strategic significance. Created in 1853-5 by Sir Joseph Paxton, it was to be the permanent home for his 'Crystal Palace' that housed the Great Exhibition of 1851 in Hyde Park. Overall, it was to be a celebration of past, present and future, a people's Versailles, a showcase from the prehistoric to the most up to date thinking on park design and use. Crystal Palace Park today has significant remains from Paxton's design, although the Palace itself burned down in 1936. Changing use and status over the years have taken their toll alongside an increasing gap between maintenance delivered and required. Unfortunately, therefore the Park has lost the coherent vision of its designer.

In October 2013, the Mayor and the Leader of the London Borough of Bromley welcomed plans by Mr Ni Zhaoxing, Chairman of the ZhongRong Group, for a £500m investment to rebuild the Crystal Palace and restore the surrounding public park. Mr Ni has appointed Pinsent Mason as legal advisors and a multidisciplinary team through Arup to support the development of the proposals. A competition to appoint an architect is currently underway and it envisaged that a planning application will be submitted by the end of 2014. A series of public consultations are currently underway.

The project is ambitious and complex but presents a unique opportunity to secure investment into the Park. While the LDA sponsored masterplan for the Park was approved in full in spring 2013, the net cost of implementing the Masterplan is still c. £70m.

While the Park and Palace proposals and the NSC are apparently unrelated, there is significant benefit to progressing the proposals for the Park, Palace and the NSC alongside each other to maximise the opportunities for alignment and benefits realisation, and address any potential conflicts and constraints.

Additional Information

Further information can be obtained from the attached documents and the following web links.

Masterplan – Design and access statement

Sports Management article on refurbishment

<http://www.better.org.uk/leisure/crystal-palace-national-sports-centre>

<http://www.hostelbookers.com/hostels/england/london/63104/>

<http://www.capel.ac.uk/crystal-palace-park-centre.html>

http://www.bromley.gov.uk/info/200073/parks_and_open_spaces/700/crystal_palace_park-what_next

2. Scope of work

GLA Land & Property Ltd is seeking to appoint a consultant to undertake an options appraisal and stakeholder analysis on the future of the National Sports Centre, Crystal Palace (NSC).

The GLA believes that the confluence of a number of events warrants a fundamental review of the NSC to ensure its ongoing sustainable operation as a valued community asset.

The successful tenderer will be required to develop a specification and delivery strategy for the NSC. This will take into account all relevant information, key stakeholder views, the tenderer's own expertise in the field and the outcome of public consultation, which the tenderer will run on the GLA's behalf.

The GLA's aspiration is to arrive at a solution for the NSC that does not require any subsidy funding, while protecting the principle of the NSC providing 'public' leisure facilities. However, the GLA does not underestimate the difficulty of this task given the listed status and the maintenance and management challenges posed by the building. In the interests of achieving this aspiration, and securing a stable future (for, say, the next 20 years) for the NSC, the GLA is willing to consider fundamental proposals for the NSC. The most obvious of these is to consider the role and relevance of the running track and associated buildings but the overall offer and within that all facilities should be subject to robust challenge. Further, the GLA is willing to consider non-leisure uses for the facilities. The most obvious of these is educational facilities and this in particular should be explored, but other uses will be considered that may contribute to the delivery of the aspiration.

It is anticipated that in order to achieve the stable future, significant up front investment and reconfiguration will be required. Part of the consultant's role is to consider how this can be achieved through, for example, external funding and/or long term partnerships.

In the case of long term partnerships the consultant should also consider how a delivery partner would continue to be incentivised to maintain service levels and the facility through the period.

3. Experience Required

It is envisaged a range of skills will be required for this commission including but not limited to business planning, sports development, communications and consultation, procurement and architecture (including heritage advice). Therefore, tenders are invited from a lead organisation back up with a multi disciplinary team. The intention is that at the conclusion of the commission, the GLA can move straight into implementation of the delivery strategy using the outcome of the commission.

4. Outputs required

The chosen consultant/agent will be expected to take responsibility for the following:

Analysis

- 1) Carry out a full review of available information on the existing NSC to arrive at a view of the relative 'success' of the different elements of the sporting mix, benchmarked against industry norms. This should take into account both usage levels and the quality of the existing facilities.
- 2) Consult with key stakeholders identified by the GLA and recommended by the consultants (note this is not public consultation at this stage, rather a series of meetings).
- 3) Carry out a review of the NSC 'estate' in terms of the possibilities afforded by the assets and in the context of planning and heritage policies to identify constraints and opportunities.

Fix / for discussion / unviable

- 4) Taking into account the information gathered under the 'analysis' stage, develop a proposition for discussion with the GLA on what elements of the NSC should definitely form part of its future, elements that should remain for discussion and elements that should be discontinued or ruled out. This can be in terms of assets, services, facilities or activities.

Options

- 5) Develop a long list of options and variants for the NSC for discussion and refinement with the GLA. Each option should be expressed in terms of impact on the asset, sports (and other uses) mix, business plan and delivery strategy.
- 6) In response to feedback from the GLA, refine the options to three worked up options that can form the basis of consultation.

Consultation

Carry out a community consultation on the three options. This should be sufficiently varied to reach both current and potential users and the local community. The consultation should be creative and use a variety of methods to reach a wide range of people. The consultation should be fairly intensive but time limited (a month is suggested) and rather than seek a simple 'vote' for the favourite option should tease out opinions and views on the options to understand both support and objection.

Conclusion

- 7) The Consultants will present their final report via a formal presentation to an appropriate GLA committee and this report should contain a high level business case supporting the options contained within the report and a delivery strategy

Project management

The appointed consultant will report to the Strategic Project and Property (SPP) team of the GLA's Housing and Land Directorate. Given the relationship with wider park issues, the GLA's Regeneration team will also have a role to play in this project.

An inception meeting to provide appropriate preparatory information will be arranged on commencement of the appointment. The team will then meet on a regular basis throughout the commission and will liaise as appropriate with other parties in relation to wider Crystal Palace Park issues. In particular the consultants will liaise with Arup who are acting on behalf of ZRG.

The lead role within SPP will be taken by Malcolm Beadle Senior Manager – Land, Estates and Property

4. Instructions to Applicants

Your quotation is made up of your response to all of the information requirements and questions set out below:

Please provide details of how you propose to undertake the commission and other information you think may be required. Please provide any other commentary on the brief that you think is relevant.

Please limit your total proposal to no more than 10 x A4 pages (excluding CV's and Appendices)

Bids should include:

- Details of any subcontractors if known, along with details of professional accreditation and QA schemes (if applicable) of both the primary tenderer and any subcontractors. All accreditation should be to current industry standards.
- Examples of previous work and relevant experience.
- Details of the people involved and an overview of their experience.
- A list of any specific information required in order to effectively carry out the brief.

5. Quotation Evaluation

Award of the contract will be subject to a competitive quotation process and the requirements outlined in this brief and will be evaluated to determine the most economically advantageous quote to the client:

We will assess submissions against the following criteria:

- Previous experience of providing advice, guidance and analysis on similar leisure related projects. Please provide sufficient (but succinct) background information (including CV's of key personnel) to enable a clear picture of the ability of the team to meet the requirements of the brief **(15%)**
- Case Studies. Please describe two recent (within the last 3 years) projects that are considered to be relevant to this project **(15%)**
- Management and Programme. Explain your approach and philosophy for this commission, identifying key risks, issues etc. Provide an outline programme and time plan for this project. Identify key stages, milestones and reporting points **(30%)**
- Price **(40%)**

The marks for each question in the technical sections will be given in the range of 0-5, where 5 is the highest mark and 0 is the lowest mark achievable.

0- Unacceptable	Demonstrates lack of evidence of understanding of the requirement.
1 - Poor	Does not completely meet the minimum requirement and acceptability is doubtful.
2 - Fair	Shows some evidence of understanding of the requirement but provides a limited or inadequate response.
3 - Good	Demonstrates satisfactory understanding of the requirement – meets minimum requirement.
4 - Very Good	Demonstrates good understanding of the requirement above minimum requirement.
5 - Excellent	Full and accurate understanding of the requirement with some innovation/added value.

Quotation Timetable

Please respond via the TfL e-tendering portal Euro Dynamics:
<https://eprocurement.tfl.gov.uk/epps/home.do>

To be received no later than noon on the 21st March 2014.

Clarification Questions

Any technical questions or requests for clarification regarding this ITT should be submitted via the TfL eTendering portal. If TfL considers any question or request for clarification to be of material significance, both the question and the response will be communicated, in a suitably anonymous form to all Tenderers who have responded. The deadline for any clarification questions is 14/03/2014.

Please do not contact the Contract Manager(s) directly as it is imperative that the process remains fair and transparent to all Tenderers.

If you are experiencing problems using this portal please contact the help-desk in the first instance or you may e-mail ianmckee@tfl.gov.uk

Tender Programme

Clarifications Deadline	: 14 th March 2014
Tender submission	: 21 st March 2014
Date of appointment	: 28 th March 2014
Start of commission	: 31 st March 2014
Submission of interim report containing long list of options for consideration	: 27 th June 2014
Agreement on options for consultation	: 7 th July
Consultation period	: Mid July to Mid August
Final report	: 29 th August 2014
Presentation to HIG & IPB	: September 2014

All Dates subject to internal review and to be confirmed.

6. Pricing Schedule and Costs Breakdown

Please submit a fixed price quotation exclusive of VAT for delivering the requirements set out in this ITT with a Pricing Schedule breaking down the cost, resource allocated (including level of employee) and time for each task.

Notes

1. All rates shall be quoted exclusive of VAT.
2. Hourly rates shall be inclusive of all day to day expenses.
3. Travelling time will not be payable, nor will any travel costs.
5. The client shall have no liability in respect of any costs over and above the agreed Fees.
6. Whilst this figure should not necessarily be considered an indication of expected cost, the tendered price must not exceed £75k as there is limited funding available. Tenders received exceeding this level may be disregarded.

Added Value

Please identify any added value services in your pricing proposals that you would be prepared to offer, indicating clearly any services that will be provided free of charge.

7. Acceptance of Tenders

- The Organisation shall not be bound to accept the lowest tender received or any quote submitted as a result of this invitation. The Organisation shall reserve the right to accept all or any part of an offer and, if necessary, establish trading arrangements with more than one supplier.
- Any unsolicited re-tenders shall not be considered.
- Any incomplete Tenders or Tenders which contain exceptions and deviations may be rejected at the Organisation's sole discretion.
- Tenders shall be delivered free of charge, the Organisation shall not be liable to pay any costs of the Tenderer regardless of whether the Tenderer is successful or not.
- The submission of a tender shall be deemed to be an undertaking that the tender prices allow for compliance with all of the tender requirements and contract terms instructions.
- It may be necessary as part of the evaluation process to seek clarifications and to invite some or all of the suppliers for interview and to visit some or all of the supplier's premises.
- All tenders must be compiled and all correspondence conducted in the English language.
- All responses are to arrive no later than the date and time specified. Responses not received by this deadline may be rejected without notification.

Additional conditions on acceptance of tenders:

The Organisation reserves the right:

- (i) to terminate the ITT or tender procedure at any time without awarding the contract(s) for the provision of services
- (ii) to select suppliers based on evaluation of the Tenders in accordance with the award criteria and weighting set out in this ITT;
- (iii) based on evaluation of each Tender in accordance with the award criteria and weighting set out in this ITT to exclude any Tenderer from further participation in respect of the ITT or tender process;
- (iv) and without prior discussion with any Tenderer to modify the rules and procedures set out in this ITT or any other procedures relating to the ITT provided that such modifications will be notified to all Tenderers. In no instance will TfL or any other member of the TfL Group be required to give any reason for

such termination or alteration of the process, provided that TfL will disclose to each Tenderer upon request information about the evaluation of their Tender.

(v) Opportunity Adjustment.

Following its evaluation of the Bids received, TfL may, in its sole discretion, invite bidders (by application of the evaluation criteria set out in the ITT) to prepare and submit further opportunities to adjust the price element of their submission. At TfL's discretion there may be up to three such opportunities for adjustment. This is an optional stage in the Tender Process and will only be included where TfL considers it would be helpful and/or beneficial to do so.

(vi) Confidentiality – Copyright and Intellectual Property Rights

All project work and outputs should be treated in strictest confidence and discussed with third parties only with TfL's explicit sanction. Similarly, that copyright and intellectual property rights in all project work and outputs will reside with TfL/GLA.

APPENDIX A

FORM OF TENDER

GLA 80520

I confirm and accept that:

The information provided in the Invitation to Tender document (ITT) GLA 80520 was prepared by Transport for London ("TfL") in good faith. It does not purport to be comprehensive or to have been independently verified. Neither TfL nor any TfL Group company has any liability or responsibility for the adequacy, accuracy, or completeness of, and makes no representation or warranty, express or implied, with respect to, the information contained in the ITT document or on which such documents are based or with respect to any written or oral information made or to be made available to any interested supplier or its professional advisers, and any liability therefore is excluded. The provision of the Instructions to Tenderers has been complied with.

Nothing in the ITT document or provided subsequently has been relied on as a promise or representation as to the future. TfL (on behalf of itself and its group companies/Functional Bodies) has the right, without prior notice, to change the procedure for the competition or to terminate discussions and the delivery of information at any time before the signing of any agreement relating to the Services.

TfL reserves the right (on behalf of itself and its group companies) to award the Contract for which tenders are being invited in whole, or in part or not at all.

This tender shall remain open for the acceptance by TfL (or its nominee) and will not be withdrawn by us for a period of three calendar months from the date fixed for return.

SIGNED _____

FOR AND ON BEHALF OF _____

PRINT NAME _____

POSITION _____

DATE _____

TEL _____ FAX _____

APPENDIX A

<u>Response to invitation to participate</u>
Project Name: National Sports Centre, Crystal Palace. Consultant Date: Reference Number: GLA 80520
To:- Ian McKee - Senior Procurement Officer Email: ianmckee@tfl.gov.uk
From:- <i>Name of Consultant</i> <i>Address of Consultant</i>
Proposal <i>Statement to explain how the commission will be undertaken. We will be looking for the following in your submission:</i> <ul style="list-style-type: none">• <i>Details on how you propose to undertake the commission, including information on any other consultant input that may be required and any other commentary on the brief you think may be required.</i>• <i>Any experience you have of undertaking similar activity</i>• <i>A clear approach to consultation with strategic partners/stakeholders</i>• <i>Clarity around your approach to the integration of the NSC activity with wider park issues</i>• <i>Experience in identifying and evaluating of different operating models</i>
Proposed staff <i>Who will undertake the commission?</i> <i>Identify members of staff.</i> <i>How much time will they devote to it? Please provide a resource schedule</i>
Management arrangements <i>How will the commission be managed?</i> <i>Who will be responsible for reporting to the client?</i> <i>Who will manage the team?</i>
Timescale <i>Confirm you can meet the timescale stated.</i>
Fee Proposal <i>Please provide an itemised fixed price quote and clearly identify any key assumptions made in preparing this proposal</i>