



Invitation to Tender

National Sports Centre – Sporting Facility Assessment

---

Transport for London



Invitation to Tender  
Issued on behalf of  
The  
Greater London Authority

**ITT Title: Sports Facility Assessment**  
**Reference Number: GLA NSC SFA 2017**

Copyright on the whole and every part of this document is owned by Transport for London. No reproduction of the whole or any part of this document is to be made without the authority of Transport for London. This document is confidential to Transport for London. No part of this document or information contained in this document may be disclosed to any party without the prior consent of Transport for London.

**Table of Contents**

**Part 1**

**1 Introduction ..... 4**

1.1 Overview .....4

1.2 Document Structure .....4

**2 Background ..... 5**

2.1 Introduction .....5

2.2 Transport for London – Overview .....5

2.3 Further Information.....6

**3 The Procurement Process ..... 7**

3.1 Introduction .....7

3.2 Terms and Conditions .....7

3.3 The Procurement Process .....7

3.4 Format of Responses .....7

3.5 Bidders’ Costs .....7

3.6 Procurement Timeline .....8

3.7 Contact with the GLA and TfL .....8

3.8 Compliant Responses .....8

3.9 Submission Arrangements and Administrative Instructions .....9

3.10 Rejection of Responses .....9

**4 Bidders Responses..... 10**

4.1 Introduction ..... 10

**5 Notice to Bidders ..... 11**

5.1 Confidentiality.....11

5.2 Freedom of Information Act.....11

5.3 Equality and Diversity.....13

5.4 Responsible Procurement.....13

5.5 Disclaimer .....14

5.6 Good Faith .....15

5.7 Accuracy of Information .....15

5.8 Intellectual Property Rights .....16

5.9 Changes in Circumstances .....16

5.10 Conflict of Interest .....16

5.11 Bid Costs.....16

5.12 Selection of Service Providers .....16

5.13 Data Transparency.....17

**6. EVALUATION ..... 17**

6.1 Introduction .....17

6.2 Essential Criteria .....18

6.3	Technical Criteria.....	18
6.3	Commercial Criteria.....	19
<b>7</b>	<b>SPECIFICATION.....</b>	<b>23</b>
7.1	Essential Criteria.....	23
7.2	Technical Criteria.....	33
	<b>Appendix A1, Essential and Technical Submission.....</b>	<b>35</b>
	<b>Appendix A2, Financial Submission.....</b>	<b>36</b>
	<b>Appendix A3, Commercial Submission - Supplier Diversity Monitoring Form ..</b>	<b>37</b>
	<b>Appendix A4, Commercial Submission - Form of Tender (Part 1) .....</b>	<b>39</b>
	<b>Appendix A4, Commercial Submission – Form of Tender (Part 2) .....</b>	<b>40</b>
	<b>Appendix A5, Conflict of Interest Declaration.....</b>	<b>41</b>

# 1 INTRODUCTION

## 1.1 Overview

Procurement for the Greater London Authority (GLA) is managed by Transport for London (TfL). For further information about:-

TfL visit [www://tfl.gov.uk/](http://www://tfl.gov.uk/)

Procurement visit [Supplying TfL](#)

This Invitation to Tender (ITT) is a competitive procurement for the award of a Contract for the services detailed on the front page. This procurement is being conducted on behalf of the GLA in accordance with the GLA's obligation to provide best value whilst meeting their requirements. Any Agreement(s) awarded will be between the GLA and the supplier(s) who submit the most economically advantageous response(s) and represent best value to the GLA as further described in this document.

Bidders are required to respond to all sections of the Invitation to Tender.

## 1.2 Document Structure

This ITT contains 2 parts. These are:

**Part 1**, this section -The invitation/Instructions/Specification (Sections 1 to 7. This part has all the information you need to formulate your submission and is not to be returned.

**Part 2**, the Appendix, (Sections A1 to A5). This part will contain your method statement responding to the requirements in our Specification, your proposed charges, Diversity Monitoring Form and Form of Tender. All sections are to be completed and returned.

## 2 BACKGROUND

### 2.1 Introduction

This section provides background information for bidders on this tender being co-ordinated by Transport for London (TfL) and the Greater London Authority (GLA).

The GLA requires a contract to be put in place prior to the commencement of work. A competitive tender is being conducted by GLA for this contract, the requirements of which are set forth within this document.

#### **Greater London Authority -Overview**

The Greater London Authority (GLA) was established by the GLA Act 1999. Its staff are appointed by the [Head of Paid Service](#), the GLA's most senior official, and serve both the [Mayor](#) and the [London Assembly](#).

The corporate roles undertaken by GLA staff include:

- [Spending money wisely](#) – the GLA's budget and business planning documents clearly set out how Londoners' money is being spent
- [Maintaining high standards](#) – the GLA upholds the highest standards of conduct and maintains registers of [gifts and hospitality](#) and of interests for its Members and senior staff
- [Governing the organisation](#) – the GLA has developed a transparent and comprehensive approach to corporate governance which is overseen by its Corporate Management Team
- [Electing the Mayor and Assembly](#) – the GLA's Greater London Returning Officer (GLRO) oversees the administration of GLA elections which are held every four years

### 2.2 Transport for London – Overview

TfL is an executive body of the Greater London Authority, created in 2000 as the integrated body responsible for the Capital's transport system. Its primary role is to implement the Mayor of London's Transport Strategy and manage transport services across the Capital. TfL is made up of many predecessor organisations covering almost all transport modes in London, and therefore has the ingredients and accumulated experience to provide one of the largest integrated transport systems in the world. TfL comprises of different business

units. These are Surface Transport, TfL Corporate, London Underground and Rail. TfL is a partner in Crossrail.

TfL manages London's transport network and is responsible for London's buses, the Underground, the Docklands Light Railway (DLR), London Overground, London River Services, Santander Cycle Hire, electronic vehicles and policing. TfL also runs Victoria Coach Station and the London Transport Museum. TfL is responsible for 360 miles (580km) of main roads, and all of London's 4,600 traffic lights. In addition, it manages the London Congestion Charging scheme and regulates the city's taxi and private hire trade. TfL also promotes a range of walking and cycling initiatives across the Capital.

### **2.3 Further Information**

Further information can be found on the following website, and TfL expects that bidders will review the publicly available material relating to various aspects of this procurement visit:-

[www.london.gov.uk/](http://www.london.gov.uk/)

### **3 THE PROCUREMENT PROCESS**

#### **3.1 Introduction**

This section describes in broad terms the award process following the issue of this ITT.

#### **3.2 Terms and Conditions**

Terms and conditions for our purchase of supplies, services and/or works may vary from case to case. However, our standard [Purchase Order Conditions of Contract](#) will apply unless a contract has been agreed and signed separately.

#### **3.3 The Procurement Process**

No information in this document is, or should be relied upon as, an undertaking or representation as to the GLA's or TfL's ultimate decision in relation to the Services. TfL reserves the right without prior notice to amend the information provided, including, but not limited to, changing the timetable, the scope and nature of the procurement. This will be subject to the normal rules of public law, EU principles and procurement rules. In particular, TfL reserves the right to provide further information or supplement and / or amend the procurement process for this ITT. In no circumstances shall TfL incur any liability in respect of any changes.

TfL reserves the right without prior notice not to follow up this document in any way and / or to terminate the procurement process without awarding an agreement at any time. In such cases, TfL will not reimburse any expenses incurred by any person in the consideration and / or response to this document. All responses, proposals and submissions relating to the ITT are made entirely at the risk of the bidder.

TfL also reserves the right to award a Contract in total, in part, or not at all as a result of the tendering competition.

#### **3.4 Format of Responses**

The format for bidders' responses can be found in Section 4.

#### **3.5 Bidders' Costs**

Bidders are reminded that they are solely responsible for the costs that they incur as a result of their participation in this procurement.

### 3.6 Procurement Timeline

The key dates for the procurement process are stated in Section 6 The Specification. The final date for clarifications refers to questions about the Specification. These dates are provided for bidders' guidance only, and are subject to change.

### 3.7 Contact with the GLA and TfL

The point of contact for this procurement process is:

**Nicola Murphy-Evans Senior Project Officer nicola.murphy-evans@london.gov.uk**

PLEASE NOTE: Bidders must submit any questions relating to this ITT via email.

Subject to the provisions in this section below, **GLA will endeavour to respond within two working days** to questions. Bidders should be aware that:

- if, in GLA's view, questions are of a general nature, GLA will provide copies of questions in a suitably anonymous form, together with answers, to all bidders;
- if, in GLA's view, questions are of a specific nature, GLA will provide copies of questions, together with answers, only to the bidder seeking clarification; and
- the clarification process will be conducted on the basis of the equal, transparent and non-discriminatory treatment of bidders.

**PLEASE NOTE:** Clarification questions regarding the ITT received after **the time and date stated in Section 6** will not be answered.

### 3.8 Compliant Responses

A compliant response must:

- meet the submission arrangements and conditions set out in the **Submission Arrangements and Administrative Instructions** below and
- address all category modules as further described in Section 4 (Bidders Responses) of this ITT.

### **3.9 Submission Arrangements and Administrative Instructions**

This section describes submission arrangements for bidders' responses.

Bidders should email their responses to the email address provided in 3.7. It is advisable to send responses in good time and **if you have not had an acknowledgement from us that we have received the bid within 1 working day of submission, please contact us to ensure receipt of bid.**

#### **3.10 Rejection of Responses**

Responses may be rejected if:

- they are not submitted by the submission date and time as stated on the portal; or
- the complete information called for is not given at the time of responding; or
- if they are in any other way deemed non-compliant by GLA (See 3.8 above).
- **Submissions made by any means, other than to the email address provided, or to additional recipients, without the prior agreement of the GLA will be rejected.**

## 4 BIDDERS RESPONSES

### 4.1 Introduction

The purpose of this section is to provide instructions to bidders on how to structure and present their response to enable GLA to carry out its evaluation of the bidders' responses.

Bidders should place emphasis upon brevity and clarity in all aspects of their response. Responses should be concise, contain only relevant information and be structured to reflect the category and module structure of this Volume 1. Bidders should note that:

- all documents and materials which comprise the response should be written in English;
- all responses will become the property of GLA and will be subject to the Freedom of Information Act 2000 (see Section 5.2 for further details).

Bidders' responses are to comprise 3 elements:

- The Technical Submission Appendix A1  
**The above must not contain pricing information, if it does your bid may be disqualified.**
- The Financial (price) Submission Appendix A2
- The Commercial Submission Appendix A3/A4/A5

**These must be submitted as three separate files.**

The Technical Submission must cover all the Services required as detailed in the Specification detailed in Section 6. Bidders' responses should demonstrate the bidder's ability to meet the requirements.

The Financial Submission will consist of the bidder's response in the completed Appendix A2 Financial Submission.

## 5 NOTICE TO BIDDERS

### 5.1 Confidentiality

The contents of this Invitation to Tender are strictly confidential and shall not be disclosed to any third party other than for the purpose of developing the bidders' proposals, after having obtained a similar obligation from that third party to treat any such information disclosed as strictly confidential. Furthermore, the bidder shall not disclose any details of its proposals to any other person.

Bidders should be aware that this ITT and any response to this ITT may be disclosed under the Freedom of Information Act 2000 (FOIA).

### 5.2 Freedom of Information Act

In relation to this, ITT bidders shall provide all assistance reasonably requested by TfL to ensure that TfL complies with the Freedom of Information Act 2000 and all related or subordinate legislation.

TfL and its subsidiaries are obliged by law under the FOIA to supply the public with information relating to all areas of its work and are under a duty to operate with openness and transparency unless an exemption applies.

TfL shall be responsible for determining whether information is exempt information under the FOI Legislation and for determining what information will be disclosed in accordance with the FOI Legislation. Further information is available from: [www.tfl.gov.uk/foi](http://www.tfl.gov.uk/foi)

An individual may request:

- to be informed whether TfL holds information of the description requested; and
- if so, to have that information communicated to him or her.

Without prejudice to TfL's rights and obligations under the FOIA, bidders should be aware that the rules about disclosure apply regardless of where the information held by or on behalf of TfL originated from, and as such the following types of information (without limitation to the generality of the foregoing) may be subject to disclosure:

- information in any tender submitted to TfL;
- information in any contract to which TfL is a party (including information generated under a contract or in the course of its performance);

- information about costs, including invoices submitted to TfL;
- correspondence and other papers generated in any dealing with the private sector whether before or after Agreement award.

Bidders should note that this ITT once published by TfL may be made available to the public on request and:

- they must, in their response to this ITT and in any subsequent discussions, notify TfL of any information which they consider to be eligible for exemption from disclosure under the FOIA. Such information must be referred to as “Reserved Information” and identified in the bidders’ responses in the form of the table set out in Appendix 3: Reserved Information to this Volume 1. Information not identified as Reserved Information may be made available by TfL on request. Even information identified as Reserved Information may have to be disclosed;
- all decisions relating to the exemption and disclosure of information will be made at the sole discretion of TfL. It should be noted that TfL may disclose bidders’ justifications for exemption and any additional information relating to that which is classified as Reserved Information;
- although TfL is not under any obligation to consult bidders in relation to requests for information made under FOIA, TfL will endeavour to inform bidders of requests wherever it is reasonably practicable to do so;
- any Agreement with TfL will require bidders to supply additional information, and/or provide other assistance, pursuant to any FOIA request received by TfL;
- TfL’s decision on applying an exemption and, therefore, refusing a request for information by a member of the public may be challenged by way of appeal to the Information Commissioner. The Information Commissioner has the statutory power to direct that the information be disclosed.

Additional information and guidance:

- the exemption that applies to information that would prejudice commercial interests if disclosed is a ‘qualified’ exemption under the FOIA. This means that TfL is required to consider whether, in all the circumstances prevailing at the time a request is received, the public interest in disclosure outweighs the commercial interest in upholding the exemption;
- information which is exempt under the rules governing commercial matters will not normally be withheld for more than seven years after completion of the Agreement;
- information relating to the overall value, performance or completion of a contract will not be accepted as Reserved Information, although TfL may choose to withhold such information in appropriate cases, at its sole discretion;
- information relating to unit prices or more detailed pricing information may be specified by the bidder as Reserved Information;
- for further information and guidance, the attention of the bidders is drawn to the Lord Chancellor’s Code of Practice issued under section 45 of the FOIA (see [www.justice.gov.uk/information-access-rights/foi-guidance-for-practitioners/code-of-practice](http://www.justice.gov.uk/information-access-rights/foi-guidance-for-practitioners/code-of-practice) ).

### 5.3 Equality and Diversity

TfL is committed to proactively encouraging diverse suppliers to participate in its procurement processes for goods, works and services. It will provide a level playing field of opportunities for all organisations including Small and Medium Enterprises and Black, Asian and Minority Ethnic businesses and other diverse suppliers. Consistent with its obligations as a Best Value authority and in compliance with EU and UK legislation, TfL’s procurement process will be transparent, objective and non-discriminatory in the selection of its suppliers. TfL will actively promote diverse suppliers throughout its supply chains.

### 5.4 Responsible Procurement

TfL will proactively conduct its procurement process in line with the GLA Group Responsible Procurement Policy. Within its obligations as a Best Value authority, and in compliance with EU and UK legislation, TfL will adopt the principles of ‘Reduce, Reuse, Recycle’ and ‘Buy Recycled’. TfL is committed to applying these principles in its procurement of goods, works and services, where the required criteria for performance and cost

effectiveness can be met. TfL will actively promote 'Responsible Procurement' throughout its supply chain.

Further details on TfL's policies on Responsible Procurement can be found on TfL's website at:

<https://tfl.gov.uk/corporate/publications-and-reports/procurement-information#on-this-page-1>

TfL expects the Service Provider to have in place and implement policies to promote these principles

## **5.5 Disclaimer**

Neither the receipt of this document by any person, nor the supply of any information is to be taken as constituting the giving of investment advice by TfL or any of its advisers to any bidder.

Information provided does not purport to be comprehensive or verified by TfL or its advisers. Neither TfL nor its advisers accept any liability or responsibility for the adequacy, accuracy or completeness of any of the information or opinions stated in the ITT documents.

No representation or warranty, express or implied, is or will be given by TfL or any of its officers, employees, servants, agents or advisers with respect to the information or opinions contained in the ITT or on which the ITT is based. Any liability in respect of such representations or warranties, howsoever arising, is hereby expressly disclaimed but nothing in this ITT shall exclude or restrict liability for fraudulent misrepresentations.

No information in this document is, or should be relied upon as, an undertaking or representation as to TfL's ultimate decision in relation to the Services. TfL reserves the right without prior notice to change the procurement process detailed in this ITT or to amend the information provided, including, but not limited to, changing the timetable, the scope and nature of the procurement and the procurement process. In particular, TfL reserves the right to issue circulars to bidders providing further information or supplementing and/or amending the procurement process for this ITT. In no circumstances shall TfL incur any liability in respect of any changes. This will be subject to the requirements of public law, the UK and EC procurement rules and EC Treaty rules and general principles.

Direct or indirect canvassing of the Mayor, any members of the Greater London Authority, employees, directors, board members, agents and advisers of TfL and any of its subsidiaries by any person concerning the Agreement or any related procurement process and any attempt to procure

information from any of the foregoing concerning the Agreement may result in the disqualification of the person and/or the relevant organisation from consideration for the Agreement.

TfL reserves the right without prior notice not to follow up this document in any way and/or to terminate the procurement process without awarding an Agreement at any time.

## **5.6 Good Faith**

In submitting a response to this ITT, each bidder undertakes to provide its submission in good faith and that it will not at any time communicate to any person (other than TfL, its advisers or third parties directly concerned with the preparation or submission of its response) the content (or approximate amount) or terms (or approximate terms) of its response or of any arrangements or agreements to be entered into in relation to its response.

In submitting a response to this ITT each bidder undertakes that the principles described in this section have been, or will be, brought to the attention of all consortium members, sub contractors, and associated companies which are or will be providing services or materials connected with their response.

## **5.7 Accuracy of Information**

In submitting a response to this ITT each bidder undertakes that:

- all information contained in any response at any time provided to TfL in relation to the Agreement is true, accurate and not misleading and that all opinions stated in any part of a response are honestly held and that there are reasonable grounds for holding such opinions;
- any matter that arises that renders any of such information untrue, inaccurate or misleading will be brought to the attention of TfL immediately.

## **5.8 Intellectual Property Rights**

All intellectual property rights in this ITT and in the information contained or referred to in it shall remain the property of TfL and/or third parties, and bidders shall not obtain any right, title or interest therein.

## **5.9 Changes in Circumstances**

Each bidder is required to inform the GLA promptly and in any case no later than fourteen (14) days, after the occurrence of:

- any changes to any information provided to GLA as part of the ITT process; or
- any other change to its circumstances, which may be expected to influence GLA's decision on its suitability for qualification for receipt of this ITT or to be selected as a Service Provider.

GLA reserves the right to approve (subject to conditions) or reject the changes referred to above (including any changes to the basis on which the bidder pre-qualified to receive this ITT). A rejection of the changes may result in the bidder being excluded from further participation in the procurement process.

## **5.10 Conflict of Interest**

If any conflict of interest or potential conflict of interest between a bidder, its advisers, TfL's advisers or any combination thereof becomes apparent to that bidder, it shall inform TfL immediately. In such circumstances, TfL shall, at its absolute discretion, decide on the appropriate course of action. If TfL becomes aware of any conflict of interest that the bidder has not declared to TfL, the bidder may be disqualified from the procurement process.

## **5.11 Bid Costs**

TfL will not be liable to any person for any costs whatsoever incurred in the preparation of bids or in otherwise responding to this ITT.

## **5.12 Selection of Service Providers**

Before selecting any bidder as a Service Provider, GLA reserves the right to check and confirm:

- the financial standing of that bidder (including each member of any consortium and of any key sub contractor); and/or

- the qualification and resources of that bidder, including verifying all or part of its tender.

### 5.13 Data Transparency

The UK government has announced its commitment to greater data transparency. Accordingly, GLA reserves the right to publishing its tender documents, contracts and data from invoices received. In so doing TfL may at its absolute discretion take account of the exemptions that would be available under the Freedom of Information Act 2000 and Environmental Information Regulations 2004.

### 5.14 Best and Final Offer (BAFO)

Following evaluation of the bids received, GLA may, at its discretion, invite the 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 GLA’s discretion there may be up to two such opportunities for adjustment. This is an optional stage in the Tender Process and will only be included where the GLA considers it would be helpful or beneficial to do so.

## 6. EVALUATION

### 6.1 Introduction

The evaluation process will be conducted in a fair and transparent manner in accordance with UK and EU procurement rules.

Table 1 below describes the different types of criteria that bids will be judged against.

Criteria	Description	Weighting
<b>Essential</b>	If you do not meet the essential criteria, your bid will not progress to the evaluation panel	Pass / fail
<b>Technical</b>	Description of criteria which will you be scored against and the weighting given to each criteria – see table 2 below	80%
<b>Commercial</b>	Cost calculation - see table 3 below for a description of	20%

	how this is calculated and the weighting applied	
<b>Total Percentage</b>		100%

## 6.2 Essential Criteria

The Essential Criteria are requirements that must be clearly met and if necessary evidenced. If the bid fails any of these criteria, due to non-compliance, missing evidence or evidence that does not support the criteria, the bid will not progress to the evaluation panel and will not be considered further. You must confirm (Yes or No) that you meet the requirements and if necessary provide a written response and supporting evidence.

## 6.3 Technical Criteria

Bids will be scored in accordance with the following technical criteria:

**Table 2: Technical Criteria (Scoring Matrix)**

0 - Unacceptable	The response does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the Tenderer has the ability, understanding, experience, skills, resource & quality measures required to provide the supplies/services, with little or no evidence to support the response,
1 - Poor	Some minor reservations of the Tenderer’s relevant ability, understanding, experience, skills, resource & quality measures required to provide the services, with little or no evidence to support the response
2 – Meets Requirements	Demonstration by the tenderer of the relevant ability, understanding, experience, skills, resource & quality measures required to provide the services, evidence to support the response
3 - Good	Above average demonstration by the tenderer of the relevant ability, understanding, experience, skills, resource & quality measures required to provide the services. Response identifies factors that will offer potential added value, with evidence to support the response.
4 - Outstanding	Exceptional demonstration by the tenderer of the relevant ability, understanding, experience, skills, resource & quality measures required to provide the services. Response identifies factors that will offer potential added value and continuous improvement with evidence to support the response.

**6.3 Commercial Criteria**

**Table 3: Commercial Criteria (Financial)**

<p>The method of evaluating the financial aspect is:-</p> <p>Inverse proportion of lowest cost:</p> <p>Weighted Score = <math>\frac{\text{Lowest cost}}{\text{Tender Cost}} \times \text{Price Weighting}</math></p>
--

The award criteria have been developed to assist us in deciding which tenderer(s) to award a contract to on the basis of Most Economically Advantageous Tender. They are for use by tenderers who have been invited to tender for the proposed contract, their professional advisers and other parties essential to preparing responses to the Invitation to Tender and for no other purpose.

Failure to disclose all material information (facts that we regard as likely to affect our evaluation process), or disclosure of false information at any stage of this procurement process may result in ineligibility for award. You must provide all information requested and not assume that we have prior knowledge of any of your information.

We actively seek to avoid conflicts of interest and reserve the right to reject tenderers as ineligible where we perceive an actual or potential conflict of interest. You must advise and discuss all potential conflicts of interest with the TfL contact named in Section 3.7 prior to submission of your completed tender.

Complete tenders will be evaluated by GLA officers and when appropriate TfL Commercial staff, supported by the internal project team for the Strategic Review:

- each question will be scored as indicated;
- indicated weightings will be applied to scored responses;

Following the initial evaluation, it may be necessary to seek clarifications. Marks will be given in the range of 0 to 4 and will be awarded according to the tenderer's response, in accordance with scoring matrix above.

The expected procurement timetable is as follows:

**Table 4: Procurement Timetable**

<b>Procurement Process</b>	<b>Start</b>	<b>Finish</b>
Invitation To Tender (ITT) published: a total of 2weeks to submit tender	24/10/17	07/11/17
Clarification Questions: a total of 5 days from the date the specification goes live to submit questions.	24/10/17	30/10/17
Responses to all Clarification Questions will be sent to bidders	02/11/17	
Potential clarification interviews. Bidders may be asked to attend a clarification interview anytime during this period	13/11/17	15/11/17
Grant Awarded and notice to unsuccessful providers	17/11/17	
Contract start date to officially commence	24/10/17	



## Part 2

Invitation to Tender

Centre – Sporting Facility Assessment

---

### **7. SPECIFICATION SPORTING FACILITY ASSESSMENT – NATIONAL SPORTS CENTRE, CRYSTAL PALACE**

Invitation to Tender

National Sports Centre – Sporting Facility Assessment

---

## 4.1 Introduction

The Greater London Authority (GLA) is seeking to appoint a consultancy to undertake an assessment of sporting facility demand, specifically focusing on the National Sports Centre (NSC) Crystal Palace. The assessment should consider the demand for a wide-ranging sporting offer and pay regard to existing facility provision at the NSC and to other facilities (planned and existing) in the London and South-East region.

The recommendations of the assessment will be used to inform the nature of future sporting facility provision at the NSC and in turn, development and operation management options for the wider NSC estate.

## 4.2 Background

There has been a major sporting facility within Crystal Palace Park since the 19<sup>th</sup> century. It was the original home of Crystal Palace football club from the 1860s 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 has now been assumed by London venues in Queen Elizabeth Park, Stratford. As a result, a new focus is required for the National Sports Centre.

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

Whilst the NSC has a rich sporting history, its sub regional/regional/ national role has changed over the last 10-15 years. Although called a 'National Sports Centre' it has not been an official Sport England supported NSC for some time. The site's major event role has now transferred to the London Stadium. Understanding the future focus, role and positioning of the site going forward is therefore important.

A fundamental review of the role of the NSC and its assets in the context of London's wider sports provision is necessary. This is particularly the case for the athletics stadium, where demand and capacity issues are more in need of review given the move of elite level athletics staging to the Olympic stadium. Beyond this, a further options review (building on work undertaken in 2014) for the whole NSC estate is needed to help inform development and operator options and procurement.

## 4.3 Strategic context

The NSC is set within Crystal Palace Park, one of the most famous parks in the country, and 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.

A masterplan for Crystal Palace Park was consented in 2013. The masterplan aimed to rejuvenate the park and detailed key principles that have implications for existing athletics facility provision at the NSC as a key feature of the Masterplan was the reintegration of the NSC estate into the Park. The Masterplan included the retention of an athletics track but the removal of the stadium stands. The plans also assumed the demolition and removal of the elevated walkway and podium structures and in turn the indoor athletics facility which sits below.

Over the last 18 months, LB Bromley have been progressing a regeneration plan for the wider park, which envisages a range of fundamental improvements which conform to the key principles of the Masterplan and funded in part by sale of two sites at the perimeter of the park for residential development. Future development options for the NSC will need to form part of a coherent park-wide strategy.

## **7.1 Existing Facilities**

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.

GLL report that annual usage is c. 750,000 people per year; almost 50% of which is related to pools and swimming; 30% is dry sports use including club usage; 20% gym or group exercise usage. The centre has c. 7,000 members, half of which are pre-paid memberships.

The athletics stadium has a capacity of 15,500 which is capable of expansion up to 24,000 using 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 several commercial tenants housed within the Jubilee Stand.

The NSC athletics facilities consist the outdoor track and stadium and indoor sprint track which sits below the raised walkway. There are no plans for elite athletics competition at the NSC. The stadium last hosted the IAAF Diamond League meeting in 2012. The outdoor track is used regularly by two running clubs, the indoor facility is currently used by community groups, coaching groups and clubs but this is limited and on an ad hoc basis only (i.e. there is no in situ "anchor club"). All athletics

facilities at the NSC are in need of investment if the existing indoor and outdoor provision were to be retained.

The existing sports facilities are summarised as follows:

Sports centre wet side provision:	Sports centre dry side provision:	Outdoor facilities:	Athletics facilities:
50m pool	Sports hall Multipurpose activity spaces	AGPs	Track
Diving pool	Health and fitness (gym)	Grass pitches	Stadium, including West and Jubilee stands
Training pool	Squash courts	Football academy pitches	Indoor track
25m learner pool	Weightlifting club	Tennis courts	
	Dry-side dive training	Beach volleyball	

The LDA spent more than £17m on upgrading and removing asbestos material at the NSC between 2006 and 2012. However, the sporting facilities require regular capital spend to maintain the existing operation. The Sports Hall will require significant works to the roof and vertical glazing over the medium term along with upgrading the pool plant. The indoor running track similarly needs roof repair works to sustain operation over a medium-term period. The Stadium will require works to the track, toilet and changing blocks, as well as roof works and seating replacement within a 10-year period. In addition, the bar and hospitality area would require a complete refurbishment to bring this area back into operation.

## 7.1 Scope of work

To develop a robust assessment of the current and future needs for sporting facility provision in the local and sub regional area and the opportunity to provide or continue to provide these at the National Sports Centre at Crystal Palace. This work should deliver the best possible evidence base, upon which a strategy can be formulated – one which assesses:

- the optimum mix for wet side and dry side facility provision inside the sports centre
- the outdoor facilities including tennis courts, grass pitches and AGPs
- the need for athletics facilities on the Crystal Palace site as opposed to relocation or alternative provision elsewhere; and if so, the future scale and nature of facility provision for local and sporting communities on site

An effective strategy for the NSC will depend on understanding the current and future need within the area and whether indoor and outdoor provision both at the NSC and in the wider sub region is adequate to meet this. The assessment should look at the quantity, quality, accessibility and availability of this provision and then develop recommendations for facility provision that inform the future need and scale of sporting facility at Crystal Palace. In particular, the GLA is seeking to arrive at a point of clarity as to what level of indoor and outdoor athletics provision is required to meet these needs and to what extent provision at the NSC meets or exceeds both current and future demand.

A clear understanding of the need for athletics facility provision will inform development management and operational considerations.

There should be recognition of potential future models of estate management that may separate onsite athletic facility from the wider sporting offer. As such, consultation will need look at different operating models which may include an assessment of trust arrangements or club management and result in an athletics business case analysis.

The assessment will require that athletics facility providers and partners in the public, private, education and voluntary sectors are engaged. This study is supported by Sport England, England Athletics and UK Athletics and their input will be critical to informing the assessment:

- Providing a strategic view of athletics in London and the south east
- Providing details on priority athletics facilities within the area
- Engaging in discussion following the outcome of the assessment

The assessment should identify and consult with key sporting user groups; including but not limited to athletes, coaching organisations, clubs, sporting facility operators, schools, colleges, universities and England Athletics Run Together Groups. A suggested list of stakeholders will be provided at the inception meeting. It is not envisaged that wider public consultation will be required at this point.

It is important to note, that in tandem to this commission for sporting need and assessment, the GLA is developing a specification for a suite of feasibility studies, leading to a broader estate masterplan. This second commission will undertake a detailed estate wide business case analysis and viability exercise. As such only business case analysis relating to the athletics provision is within the scope of this brief.

In undertaking the assessment, the consultant should consider the following:

1. Supply

- Comparable indoor, outdoor, swimming and athletics facilities provided locally and in the London and South-East region by all sectors and whether there are cross boundary issues that should be considered

- Planned sporting facilities and their catchments, local to Crystal Palace and more widely in London and the south east.
- The capacity, quality and condition of comparable existing and planned indoor and outdoor facilities - including consideration of transport connections and sporting tradition and legacy.
- Usage data for NSC facilities and others, identifying ways of collecting this data where not readily available
- Whether the management, ownership or any club relationships impact on accessibility of NSC and neighbouring facilities.
- Specific targets set by the sporting bodies.

## 2. Demand

- The current and future demands for a range of sports where there is existing NSC provision or where there is potential, ranging from entry level participation to elite competition
- Unmet or latent demand for specific facilities, with particular attention given to indoor and outdoor athletics facilities
- Specific targets set by the sporting bodies, UK Athletics and England Athletics
- For the athletics facilities, the estimated revenue generating opportunities for the current or an alternative scale facility (e.g. events ticket sales, licenses, sponsorship, advertising etc.), consideration of running costs and facility management and operation.

### 7.1 Evidence base

The following information will be made available to the successful bidder at the inception meeting:

- NSC usage data
- CSM 2015 Report – NSC Development Options Appraisal
- Strategic Assessment of Need for Swimming Pool Provision in London 2017 - 2041
- Strategic Assessment of Need for Sport's Hall Provision in London 2017 - 2041
- Strategic Assessment of Need for Artificial Grass Pitch Provision in London 2017 - 2041
- Mayor of London and Sport England's Blueprint for a Physically Active City

### 7.1 Outputs

The study should make recommendations for:

- A mix of sports that the NSC should cater to, across a range of participation levels
- Indoor and Outdoor Athletics facility strategy at the National Sports Centre
- Development and/or re provision of Indoor and Outdoor athletics facilities
- Funding opportunities for sporting facility investment
- Potential athletics facility operation and management models, including athletics provision business case analysis.

## 7.1 Governance and reporting requirements

A steering group comprising GLA officers from the Regeneration unit, England Athletics, UK Athletics and Sport England will oversee the commission, facilitating the study objectives and validating the findings as they emerge. The steering group will meet at key stages to review progress. The consultant will be expected to adhere to a reporting format as agreed at project inception.

### 7.1 Process and timetable

Procurement Process	Start	Finish
Invitation to Tender (ITT) published: a total of 2 weeks to submit tender	24/10/17	07/11/17
Clarification Questions: a total of 5 days from the date the specification goes live to submit questions.	24/10/17	30/10/17
Responses to all Clarification Questions will be sent to bidders	02/11/17	
Potential clarification interviews as deemed necessary. Selected bidders may be asked to attend a clarification interview anytime during this period	13/11/17	15/11/17
Contract Awarded and notice to unsuccessful providers	17/11/17	
Contract start date to officially commence	w/c 20/11/17	
Inception Meeting	w/c 20/11/17	
Midpoint review	08/01/17	
Interim report	29/01/17	
Draft final report	12/02/17	
Presentation of findings	13/02/17	
Final report	19/02/17	

### 7.1 Resources

- Quotations are expected to be in the range of £20,000 to £25,000 (excluding VAT but including expenses).
- It is for the bidders to suggest the most effective methodology for achieving the objectives, addressing the issues and providing the outputs outlined in this brief.
- Brief resumes and relevant work experience of team members should be included. The submission should show an indicative work programme and assigned tasks, giving individual day rates.

### 7.1 Form of tender submission and evaluation

Your quotation is made up of your response to all 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 4000 words (excluding CV's and Appendices)

Bids should include:

- 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.

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 **(25%)**
- 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 for this commission, identifying key risks, issues etc. Provide an outline programme and time plan for this project. **(40%)**
- Price **(20%)**

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.

## 7.1 References

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

[Masterplan – Design and access statement](#)

[http://www.bromley.gov.uk/downloads/download/673/crystal\\_palace\\_park\\_master\\_plan](http://www.bromley.gov.uk/downloads/download/673/crystal_palace_park_master_plan)

### 7.9.4 Essential Criteria

Ref	Essential Criteria
1	<p><b>IR35<sup>1</sup></b></p> <p>Please state if you are an individual providing your services as a sole trader, via a personal service company (i.e. a limited company that typically has only 1 or 2 directors, where some of the individuals providing the services hold more than 5% share in the company) or via a partnership (typically where the individual providing the services is a partner, and is entitled (alone or with one or more relatives) to 60% or more of the profits</p>
2	<p><b>IR35</b></p> <p>If you have answered YES to Ref 1, please confirm that should you be awarded the contract to deliver this requirement you agree to undertake an employment status assessment and to accept the GLA's decision to alter the engagement route if the arrangement falls within IR35 Intermediaries Legislation</p>

---

<sup>1</sup> GLA officers can consult the Procurement Guidance for more information about IR35.

<b>3</b>	<p><b>IR35</b></p> <p>Please confirm that should you engage personal service companies to deliver the Services you are expressing an interest in, you will inform the GLA that this is the case and co-operate in relation to any questions raised to identify whether the Intermediaries Legislation applies; and if the GLA confirms that it does, you will make all relevant deductions in accordance with Chapter 10 Part 2 ITEPA 2003.</p>
----------	---

**7.9.4 Technical Criteria**

Ref	Criteria	Limit	Percentage
1	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	1000 word count (excluding CVs which should be appended)	<b>25%</b>
2	Case Studies. Please describe two recent (within the last 3 years) projects that are considered to be relevant to this project	1000 word count	<b>15%</b>
3	Management and Programme. Explain your approach for this commission, identifying key risks and issues. Please append outline programme and time plans for this project	2000 word count (excluding appendices)	<b>40%</b>



## **Part 2**

### **Appendix A1, Essential and Technical Submission**

The following pages should be returned with your comprehensive method statement detailing your response to the specification in Section 7 and confirmation that you meet the essential criteria.

#### **Format and Questions**

- Font should be size 12 Arial;
- Strictly limited to total of 4000 word count outlined under each criteria;
- Additional diagrams, charts must be clearly labelled;
- Copies of any requested policies and documents are excluded from the word count.

**Appendix A2, Financial Submission**

**PRICING SCHEDULE. NOT TO BE INCLUDED IN APPENDIX A1**

Contract reference number:		<b>GLA NSC SFA 2017</b>	
Name of Contractor:			
Item Description / Deliverable		Cost of that Item / Deliverable £	Estimate of time taken to complete that Item / Deliverable
	<b>Total</b>		

**Breakdown of the total cost**

Personnel	*Day Rate £	Estimated no. days	Total Cost £

<b>Total</b>				

### Appendix A3, Commercial Submission - Supplier Diversity Monitoring Form

The GLA encourages tender applications from all sections of the community. We endeavour to appoint contractors who are committed to promoting equality of opportunity in their own employment and service delivery, and who can demonstrate an ability to assist the GLA achieve its statutory responsibilities in this important area.

The GLA is also committed to maximising the diversity of our supplier base. In order to help us monitor whether we are successful in this aim we ask all applicants to complete this form.

The information provided below will NOT be scored and is kept confidentially, therefore this information will not affect your application in any way.

Serial	Question	Answer
1	Contract number/reference <i>(to be completed by Authority)</i>	<b>GLA NSC SFA 2017</b>
2	Contract start date <i>(to be completed by Authority)</i>	<b>23/11/17</b>
3	Contract finish date <i>(to be completed by Authority)</i>	<b>19/02/17</b>
4	Number of employees in your Company	
5	Your enterprise turnover p/a in thousands	
6	Is your enterprise majority BAME <sup>1</sup> owned/led <sup>2</sup> ?	
7	Is your enterprise majority owned/led by women?	
8	Is your enterprise majority owned/led by disabled people?	
9	Is your enterprise majority LGBT owned/led?	
10	What is the % of BAME staff in your enterprise workforce?	
11	What is the % of women staff in your enterprise workforce?	
12	What is the % of disabled staff in your enterprise workforce?	
13	What is the % of LGBT staff in your enterprise workforce?	
14	What % of your workforce resides in London?	

## Invitation to Tender

### National Sports Centre – Sporting Facility Assessment

---

<sup>1</sup> **BAME:** Black, Asian, Minority Ethnic, know until recently as BME. Black is an inclusive term for all ethnic groups who have a common experience of discrimination on the basis of their skin colour. An ethnic minority community is an ethnic group that is numerically smaller than the predominant white group in Britain. A BAME Company is one which is majority BAME owned or led.

<sup>1</sup> Ownership of Third Sector organisations relates to how they are governed. Third Sector organisations are governed through a management committee made up (volunteer) trustees. In this case 51% or more trustees should be from BAME, women, disabled, LGBT groups in order for these organisations to be deemed as being minority owned/led.<sup>1</sup>

**LGBT:** Lesbian, Gay, Bisexual and Transgender.

## **Appendix A4, Commercial Submission - Form of Tender (Part 1)**

I confirm and accept that:

1. The information provided in this Invitation to Tender (ITT) document was prepared by the Greater London Authority (GLA) and Transport for London (“TfL”) in good faith. It does not purport to be comprehensive or to have been independently verified. Neither TfL nor any member of the 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 Invitation to Tender 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.
2. The provisions within section 5, ‘Notice to Bidders’, of the ITT has been and will continue to be complied with.
3. Nothing in the ITT document or provided subsequently has been relied on as a promise or representation as to the future. TfL 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.
4. TfL reserves the right (on behalf of itself and its group companies) to award the contract for which tenders are being invited in whole, in part or not at all.
5. This tender shall remain open for acceptance by TfL and will not be withdrawn by us for a period of 3 months from the date fixed for return.
6. The information provided by us is true and accurate.

## Appendix A4, Commercial Submission – Form of Tender (Part 2)

Having made due allowances for the full requirement in the ITT documents we hereby offer to provide the Services to TfL (or any member of the TfL group) in accordance with the terms and conditions stated therein for the rates detailed in Appendix A2 – Financial Submission.

Note, by completing box 1 you agree to the terms and conditions of contract in full with no amendments. If you sign box 1 and propose alternative conditions of contract elsewhere in your submission it will be treated as if you had signed box 2.

If you do not wish to accept these conditions you should complete box 2. You should submit your bid clearly detailing your reasons for non-acceptance. If we offer a contract in the belief that your bid is compliant and you then attempt to negotiate alternative conditions we **WILL WITHDRAW** our offer.

<b>1.</b>	I agree to accept the Conditions of Contract attached to this ITT.	
	Name	Date
	Signed	

<b>2.</b>	I <b>DO NOT</b> agree to accept the Conditions of Contract attached to this ITT. I have proposed alternatives as detailed in an appendix to this Form of Tender. <b>I/We understand that any quote that is qualified in this way may not be considered.</b>	
	Name	Date
	Signed	

## APPENDIX A5, CONFLICT OF INTEREST DECLARATION

In responding to the questions below the signatory is to include in its consideration of any matters, private interests or relationships which could or could be seen to influence any decisions taken or to be taken, or the advice you are giving to GLA, or that may result in an adverse impact on competition for the purposes of this procurement.

The types of interests and relationships that may need to be disclosed include investments, shareholdings, trusts or nominee companies, company directorships or partnerships, other significant sources of income, significant liabilities, gifts, private business, employment, voluntary, social or personal relationships that could, or could be seen to impact upon your responsibilities and existing or previous involvement that could create a potential, actual or perceived conflict.

If response is yes to any of the questions below please provide full details as a separate attachment

Questions	Yes / No
Are you affiliated or otherwise connected (e.g. in joint venture whether incorporated or unincorporated, partnership, alliance or as a sub-contractor/sub-consultant) with any firm that supplies products, works or services to GLA or is currently tendering to do so?	
In the past 12 months, to the best of your knowledge, has any member of your organisation or your supply chain had any direct or indirect involvement (by way of trading, sharing information, participating in industry for or jointly delivery goods/works/services) with any other company acting as a supplier to GLA?	
At any time in the past 12 months, to the best of your knowledge, has any member of your organisation or supply chain received any gift (other than promotional items) or hospitality from a supplier or employee to GLA?	
At any time in the past twelve months, have you or anyone from your organisation or supply chain given any gift (other than promotional items) or hospitality to an employee of GLA?	
Is there any occasion where you or members of your organisation or supply chain may use TfL resources (equipment, space, supplies or paid individuals) in performing paid or unpaid activities for organisations other than GLA?	
Are there any other activities not reported under the previous questions that may give rise to a conflict of interest with respect to their work with the GLA or TfL e.g. through personal or working relationships with current or former employees or through prior employment with GLA or third party suppliers or in connection with this tender?	

I, as representative of all companies associated with the Applicants submission, hereby confirm that I have read and understood the above statements and that I will make full disclosure of interests, relationships and holdings that could potentially result in a conflict of interest.

I agree that if I become aware of any information that might indicate that this disclosure is inaccurate, I will notify TfL promptly of becoming aware of such information and undertake to take such action as TfL may reasonably direct.

Signature:	
Name:	
Designation:	
Company:	
Date:	