

Appendix A Service Specification

1. Leisure Service specification

1.1 Leisure Service expected outcomes

- To provide high quality, affordable and accessible opportunities for sport and physical activity that will increase levels of participation, particularly by children, young people and under-represented groups.
- To enable and encourage more people in the three boroughs to lead a healthy active lifestyle, contributing to better public health outcomes including reduced obesity levels.
- To provide an affordable, financially sustainable revenue position for each Authority in respect of their respective leisure services (see breakdown of financial aims below).
- To provide a continuously improving leisure service and annually improve user satisfaction levels.
- To make a positive impact on the environmental sustainability of the leisure to include: reducing utility and water consumption, waste land-filling and pollution; and proactively promoting sustainable travel.
- To make a positive impact on social and economic sustainability through working closely with the Authorities to provide enhanced staff training and career development opportunities as well as volunteering, apprenticeship and employment opportunities for local people.

1.2 Leisure Centre opening hours (service availability)

1.2.1 The contracted Service Provider will have the option to operate the facilities outside of the minimum opening hours, subject to planning constraints.

1.2.2 The three councils recognise the potential for the Partnership's objectives to be furthered through changes to the opening hours (and defined 'off-peak' times) at the leisure centres. Changes may meet new demands, the demands of specific groups, increase use and income or achieve operational efficiencies. There may also be advantages in aligning the opening hours (and/or the off-peak times) of some leisure centres across the three boroughs. Organisations with proposals for changes to the minimum opening hours/off-peak times should include these within their Method Statement showing the rationale for the change.

1.3 Targeted leisure services

1.3.1 The contracted Service Provider will be required to pro-actively play a part in delivering the shared aims of the councils with regard to ensuring that the leisure centre services are used more by children and young people, more people with particular health needs (e.g. obesity, exercise referrals), and by more people from those groups that are traditionally under-represented in the use of leisure centre services. These groups include disabled people, some

Black, Asian and minority ethnic groups, women and girls and people on low incomes.

2. Library Service specification

2.1 Library Service user experience and relationship management

- Libraries will be welcoming and user friendly and display a professional image.
- Sufficient staff will be on site with the appropriate skills, knowledge and training to deliver the service and address the needs of users.
- There will be a prompt and professional response to telephone enquiries and messages and to work effectively with up to date systems. Effective booking and loan and reservation arrangements and procedures that are clear to users whether booking or reserve in person on the telephone or on the service provider's website.
- Customer care policies, standards and library rules/ codes of conduct etiquette are displayed in a professional and clear manner and meet the standards published by each council.
- The customer service excellence standard should be achieved or its equivalent is achieved within 18 months of the contract commencement.

2.2 Library service expected outcomes

- Increasing use across the two councils' library services, particularly in the under-represented groups.
- A broader community service offer from the library buildings i.e. libraries as community hubs.
- Raising customer satisfaction across the libraries in the scope of the contract.
- Improve environmental sustainability across all libraries in the scope of the contract.
- To make a positive impact on social and economic sustainability in the community served by the library services in the scope of this contract.

3 Elements of the specification common to both services

3.3 Financial aims for Leisure and Libraries

- Economies of scale;
- Tax based savings;
- Operational efficiencies;
- Increasing of income;
- Increasing investment in the facilities and the services for external agencies.

3.4 Partnership working

3.4.1 In working to achieve the Partnership's aims for the contract to increase participation particularly by children and young people, people with particular health needs, and by under-represented groups, the Service Provider will be required to take a proactive approach to working with an appropriate range of partners, at local, sub-regional (West London), regional (London) and national levels.

3.5 Fees and charges (including concessions)

3.5.1 In determining/agreeing annual activity prices, membership and play and play pricing options and discounts, the councils seek to ensure these:

- Are affordable to people on low incomes
- Encourage increasing participation
- Generate sufficient income to sustain the leisure centre services.

3.5.2 In the Invitation to Tender (ITT) the Council set out those activities over which it wishes to retain control of prices under the contract to ensure they remain affordable to people on low incomes and provision to be made annually for increases to the controlled prices to account for inflation. The contracted Service Provider will have the option to determine all other activity fees and charges annually in accordance with its annual marketing plan. The Council's Leisure Pass scheme will remain for a minimum of one year from the commencement of the contract.

3.6 Performance monitoring and reporting

3.6.1 The Service Provider will be required to collect and report data on the performance standards achieved, any failures of compliance with the minimum standards as specified, and actions will be taken to remedy any failures.

3.6.2 The Partnership will seek the following outcomes in relation to contract performance monitoring and reporting that:

- The service is focused on delivering a set of agreed outcomes that reflect local community needs;
- There is an effective means of measuring these outcomes on a regular basis that enables progress to be monitored and reported which is reflected in payments to the Service Provider;
- The information provided by the monitoring and reporting process is used to review and improve the service;
- The impact the service is having on these outcomes is able to be evidenced to partners, stakeholders and funders.