

Templemore Interpretive Space Operator Tender Deadline – Friday 17th June 2022

Introduction

Greenwich Leisure Limited (GLL), working in partnership with Belfast City Council, is seeking to engage the services of an organisation of suitable capacity and experience to develop, deliver and manage the extensive visitor programme through the interpretive space in the newly restored Templemore Baths in East Belfast.

The date for closure of submissions is 12pm Friday 17th June 2022.
A start date on the running of the interpretive space will be agreed with the relevant parties and GLL.

Date	Activity
06th May 2022	Tender Documents issued
20 th May 2022	Site visit to prospective applicants
25 th May 2022	Requests for clarification of points of reference/enquiries (final date)
17 th June 2022	Closing date for submissions
01st July 2022	Successful operator selected and informed
15 th July 2022	Final contract issued to successful operator
July 2022- Dec 2022	Successful contractor to work with BCC, GLL to prepare for opening in Jan 2023

Terms period

The submission will cover the operations of the interpretive space up to 2028. In addition this will also be reviewed at six month intervals. The review will provide GLL, BCC and the contractor with the opportunity of assessing the service and reviewing how alterations and improvements may be made. Full details of review periods and conditions will be set out in the final agreement with the successful applicant.

Site Visit

A site visit is recommended to all interested parties. This has been scheduled for Friday 20th May 2022 at 11.00am. Please confirm your attendance for the site visit by emailing michael.kearney@gll.org.

Background

Leisure Transformation Programme

The Council's Leisure Transformation Programme (LTP) is a ten-year programme of investment designed to completely transform how it delivers leisure services across Belfast. The Programme's main objective is to enable active and healthy lifestyles for all citizens whilst also delivering on a number of the key priorities in the Council's current Community Plan (The Belfast Agenda) such as reducing life inequalities across the city, improving neighbourhoods and creating employment and opportunity.

The Programme has two main elements, service transformation (a new delivery model) and capital investment. As part of the service transformation element, Greenwich Leisure Limited (GLL) were appointed in 2015 as the Council's new Strategic Leisure Operator and as such now manage all the Council's leisure facilities. The capital investment element involves a once in a generation council investment of £105m into the delivery of seven brand new leisure facilities designed to ensure that everyone across the city has access to modern, fit for purpose, leisure facilities and programmes. Five of these new centres (Olympia, Lisnasharragh, Brook, Andersonstown and Avoniel) are now complete and Council is currently also delivering the redevelopment of Templemore Baths to include the complete restoration of the current baths alongside a brand-new leisure focused extension.

GLL

GLL has been leisure's leading Social Enterprise since 1993, providing affordable access to quality community leisure and fitness facilities. As the UK's leading provider of both Leisure Centres and Libraries GLL operate over 400 locations, all helping to make a real difference to local communities and local people.

GLL runs the 'Better' leisure centres in partnership with Belfast City Council, managing 15 leisure centres and gyms across the city, bringing individual and group training, swimming pools, sports centres, and community facilities to a range of areas, including those where social deprivation is most prevalent. As a social enterprise, GLL offers several health and community-based initiatives, including a Leisure Employment Academy, Healthwise Scheme, GLL Sports Foundation and the Macmillan Move More Scheme to aid the rehabilitation of cancer patients.

Better is GLL's customer-facing brand. Better and GLL have a similar look and feel, but when you visit our centres you will mostly see the Better brand alongside our valued partners.

Partnership working is at the very centre of GLL's service delivery philosophy. GLL believes in partnership working and the benefits this brings – both to delivering leisure centre facilities and the wider social agenda.

Further details can be found at

<https://www.better.org.uk/leisure-centre/belfast>

Templemore Baths

Templemore baths are the last remaining Victorian Baths and swimming pool left of four Victorian public baths in Belfast, with the building still being used for its original purpose. Originally opened in 1893, the baths provided washing and sanitary facilities for the families who came to live in east Belfast attracted by the development of the Harland and Wolff shipyard and other manufacturing industries.

The first and second-class swimming pools, with poolside dressing boxes, have been popular with local people learning to swim and also engaging in competitive swimming and water polo.

The facility has flexed and adapted with the changing times since it was first opened, with the extension of the larger pool of 66ft to 75ft (25 yards) in 1929 in response to swimming competitors need to train for Olympic distances.

Belfast City Council, with match funding provided by the National Lottery Heritage Fund, are currently leading the redevelopment of the baths, with the overall aim to create a sustainable, long term leisure facility that will preserve and enhance the surviving original features of this landmark building and extend its footprint to provide modern-day leisure facilities. Alongside a new extension that will incorporate new, fit for purpose leisure facilities, the existing baths will feature extensive areas of interpretation where the social heritage connected to the site will be explored and used to tell the story of this much loved, iconic, local building.

This building highlights the significance of local and community input to a project which will further enhance the historic, tree lined Templemore Avenue by bringing the Baths back into full use. As part of the project, Council has contracted Tandem Design, an interpretive design consultancy based in Holywood, County Down, who have developed an extensive visitor interpretation experience for the Baths.

The Interpretive Vision

Templemore Baths will stand out among other pools and gyms as the only functioning Victorian Bath building in Ireland. It will tell the story of the baths through the people and place surrounding it, giving voice to the memories of those who once swam, worked and grew up there by celebrating its heritage and re-presenting the values it once held in the social life of the locality.

The overall design throughout the baths will be sympathetic to, and enhance, the architectural qualities of the space, helping to interpret the building's former function by bringing visitors closer to experiencing the past.

Unique 'Voices of Templemore' will be depicted throughout the building to inspire and connect visitors to the heritage. Visitors to the heritage and interpretation space will enjoy a series of distinct 'zones', providing a direct and enjoyable learning experience with interpretive mechanisms to encourage engagement featuring themes and topics related to the baths.

The interpretive content, text, interactive elements, audio and visual design style will be pitched at a level that appeals to all ages, learning styles and visitor types. Users of the new facilities will be engaged by subtle 'light touch' design influenced by the key stories uncovered in the research. A sense of history will follow those who use and enjoy the new facilities.

Current Status

The redevelopment of the Baths is currently well underway. The construction and restoration element of the project is currently programmed to complete in late summer 2022. Following this a period of extensive interpretive 'fit out' will take place (details of fit out will be provided at site visit). It is currently envisaged that the new leisure element of the facility will open in early Autumn 2022 with the interpretive element opening in early 2023 following fit out.

Further details can be found at

<https://www.belfastcity.gov.uk/templemorebaths>

Specification - Key Responsibilities of the Operator

The successful operator will be responsible for the day-to-day management and operation of the visitor services through the extensive interpretive space which will take up the majority of the original Baths building.

The successful operator will be required to:

- Manage the day-to-day visitor programme within the interpretive space at Templemore Baths
- Deliver a comprehensive programme of activities as agreed with Council, GLL and the National Lottery Heritage Fund
- Recruit and manage a Heritage and Engagement Officer, events assistants and tour guides, who will be based in the Baths and have day-to-day responsibility for delivery of the Activity Plan
- Work with a range of key stakeholders to maximise the profile of the heritage space at Templemore Baths and help ensure it becomes one of the must-see destinations in the city's tourism and heritage trails
- Work closely with GLL and Council to ensure that the interpretive space delivers against all targets and outputs as agreed with the National Lottery Heritage Fund
- Provide regular monitoring information on these outputs to GLL and Council as required

(please note this list is not exhaustive and exact operator responsibilities will be agreed with all parties as part of the appointment process)

The successful operator will be responsible for and required to deliver an extensive Activity Plan which has been agreed with the National Lottery Heritage Fund and is designed to ensure visitors from all ages and backgrounds are attracted to the baths to learn about and actively engage with its fascinating history and heritage. This includes;

- **Tour Programme –**

A series of tours will be designed and delivered to enable visitors to enhance their learning around the site and its history. These tours will vary from extensive, fully guided tours, to self-guided audio tours to tours aimed at specific

groups such as younger people, tourists and local community groups. Although exact numbers of tours will be subject to negotiation and agreement between the successful operator, GLL, The Council and the Heritage Fund, the information below outlines the numbers agreed to in the Activity plan:

- 12 guided tours per week attracting approx. 12,500 visitors annually
- 100 audio tours delivered per week
- 10 hop on hop off style tours per week (tying in with hop on hop off bus tours)
- 40 living history tours annually

- **Schools Programme**

The Templemore Baths offer a unique opportunity for children and young people to learn about heritage in a way that is interesting and accessible for them. Children have been coming to the Baths for over one hundred years and through the changing lives and experiences of those children and young people the students of today can learn about the past. Children love to visit the swimming pool. The Learn and Swim programme, which is aimed at pupils at Key Stage 2, combines a visit to the new swimming pool facility with a chance to explore the Heritage Space and learn about the history of the Templemore Baths through a special Schools Tour. The tour will include a specially designed pack including interactive resource materials that teachers can use to continue their pupils' learning back at school. It is anticipated that up to 3,600 pupils will participate in the interpretive visitor programme annually (3 school groups per week)

- **Volunteer Programme**

The Volunteer Programme will give people of all ages and backgrounds the opportunity to learn more about the history and heritage of Templemore Baths while developing a range of skills which will enable them to contribute to the management and delivery of the Heritage Space and the activity programmes.

Volunteers will be trained in a range of skills including engaging with the public, planning and guiding tours, health and safety, first aid, IT and the management and operation of the Heritage Space. Up to 55 volunteers will be recruited to assist in the delivery of visitor tours within the interpretive space.

- **Community Engagement**

The Templemore Baths is a space that enjoys a unique relationship with the community that surrounds it, connecting them with their past and their identity. It is also a place that they continue to use today. This sense of history, of ownership and of connection is very important and it is something which must be respected and maintained.

As such it is envisaged an extensive community engagement programme involving activities such as community group tours, workshops, projects and open days.

- **Workshops and Events**

The new multi-use space within the Templemore Baths will provide a unique setting for a whole range of workshops, talks, presentations and other events. The Activity Plan will include a year-round programme of both In-House and Co-Programmed events aimed at reaching out to new audiences, enhancing access and creating opportunities for learning and development.

- **Training and Skills Development**

One of the most important elements of the Activity Plan is the ongoing process of training and skills development which will be offered to staff, volunteers and the public, through a number of programmes and workshops relevant to the operation and heritage of the baths and cover areas such as leisure, history of the site, restoration, management and training designed to develop skills in relation to interacting with users.

Performance monitoring for the heritage and interpretive space will be carried out on an agreed periodic basis. Basic business performance (sustainability) will be included within a KPI scorecard as part of the overall performance of the space. This will include headline ratio data for income, expenditure, staffing, throughput, achievement of outcomes etc.

Specification - General Responsibilities of the Operator

- The Operator must ensure that the interpretative space and all associated areas are kept clean at all times
- The Operator must arrange the removal of all general rubbish and recycling rubbish associated with the service to the bins at the rear of the building in a timely fashion
- The Operator will be responsible for the safekeeping of all monies involved in the provision of the service
- The Operator will be responsible for the repairs and maintenance of specific loose interpretive equipment and fittings through the agreed division of maintenance responsibilities matrix. The operator must seek approval from GLL for all works
- The Operator will be responsible for the operation and management of the interpretive specific digital booking and ticketing system
- The Operator shall be responsible for the provision of all food materials and non-alcoholic beverages
- All administration, financial or otherwise in relation to the business must be conducted by the Operator themselves. For example, they must be responsible for any event bookings and recouping payments
- The Operator must ensure that all staff and volunteers employed in the provision of these services are over the age of 16 and suitably trained to carry out the service. The operator will be responsible for ensuring DBS checks are

completed to the appropriate level

- The Operator will ensure that any staff members who are EU nationals are in possession of an in date settlement visa

(please note this list is not exhaustive and exact operator responsibilities will be agreed with all parties as part of the appointment process)

Outline of GLL’s Responsibility

- Be responsible for the agreed facilities management arrangements within the entire Templemore facility (including both the new leisure extension, interpretive space and any communal areas such as reception and courtyard café) to include (but not limited to): opening/closing and securing the premises and servicing and maintaining the interpretive substantial fixtures and fittings as agreed in a division of maintenance responsibilities matrix
- Act as the main point of contact for any new operator in terms of providing advice/guidance and dealing with any operational issues that may arise
- Be responsible for collation of all monitoring information from the successful operator in terms of the delivery against the agreed activity plan for onward reporting to Council via the LTP Board and Active Belfast
- Agree and pay an appropriate management fee to the successful operator based on agreed financial forecasts

Management fee

- An annual management fee for operating the interpretive space and delivering against the delivery plan will be paid to the successful operator on a quarterly basis. This fee is subject to final agreement between the successful operator, GLL and Council. As part of the application process you must provide a 5 year business plan, including the below financial appraisal summary table, outlining operational income and expenditure projections, inclusive of a quotation for the required management fee payable.

Income	Year 1 (Jan-Mar)	Year 2 (Apr-Mar)	Year 3 (Apr-Mar)	Year 4 (Apr-Mar)	Year 5 (Apr-Mar)	Notes
Total Income						Total income from all activities including paid visitor tours, meeting room, event and facility hire
Expenditure						
Total Maintenance & Services						All associated repairs and maintenance of specific loose interpretive equipment and fittings
Total IT						All associated IT costs including the management and maintenance of a digital booking

						system
Total Equipment						All associated equipment costs including the maintenance and replacement of loose equipment fixtures and fittings
Total Marketing						All associated marketing costs in line with delivery of key service targets and objectives
Total Other						All associated other costs including Consumables including cleaning chemicals, phone systems, insurance etc.
Total Staffing						All Salaries costs based on proposed staffing structure and casual cover required. Salaries should include employee contributions
Total Expenditure						
P&L						
Management fee						Total Management fee

Evaluation Criteria

Pre Evaluation Criteria

- Compliance with all sections of the specification as detailed in the Submission and Compliance form
- Required documentation

Only companies that are able to demonstrate the ability to meet the pre evaluation criteria will proceed to full evaluation.

Full Evaluation Criteria

The evaluation will be made on the following basis

1. Demonstrate an understanding of the brief
(limit response to 1 side of A4 page within your submission)
2. Demonstrate relevant experience and technical capacity of organisation to deliver and manage visitor services through an interpretive space of this scale, including;
 - Provide information on company background, scale, corporate objectives
 - Provide details of the organisations experience in the management and delivery similar sized operations or initiatives, particularly in the fields of heritage, visitor experiences, schools programmes and cultural tourism
 - Provide details of strategic partnerships and experience of working together with a wide range of relevant stakeholders in east Belfast and

- across the whole city (to include organisations such as: Council, National Lottery Heritage Fund, Tourism NI, Visit Belfast, Titanic Belfast, local community and voluntary sector, schools, tour companies, private sector)
- Provide details of experience of staff who will be charged with oversight the operation of the interpretive space
3. Provide an overview of how your organisation would propose to plan, deliver and manage visitor services through the interpretive space to ensure its success and maximise benefits to the local community and entire city. The overview should include a 5 year business plan, inclusive of the financial appraisal summary table provided and environment and energy strategy.

Full Evaluation Criteria

The evaluation will be made on the following basis

Understanding of Brief	
5%	Demonstration of clear understanding of the brief
Operational Experience	
15%	- Organisational scale, capacity and synergy with corporate objectives
20%	- Experience in management, operation and delivery of similar sized ventures or initiatives
15%	- Evidence of successful strategic partnership working with relevant stakeholders
10%	- Experience of staff who will have overall oversight of the operation
Success and Benefits	
35%	Overview of management and operation proposals to maximise success and benefits – including a 5 year business plan, including the below financial appraisal summary table, outlining operational income and expenditure projections. The business plan must also include an Environment and Energy strategy for reducing energy consumption and costs.

Submission

- Submissions must be returned in an envelope addressed to Michael Kearney, Shankill Leisure Centre, 100 Shankill Rd, Belfast, County Antrim BT13 2BD .The envelope must clearly state the title and return date and time e.g operator for interpretive space at Templemore Baths returned 17.06.2022 12:00pm.
- Only those quotations received by the instructed date & time will be considered.
- Submissions submitted by email **will not** be considered.
- Receipts will be issued on request for hand delivered submissions.

The following information must be included with your submission

- Applicant declaration and associated forms.
- Name and position of the person (contract manager) within the organisation who will be responsible for managing this submission along with their contact number.
- The contact details of two references.
- The submission and compliance form.

Further Information

In case of a query please contact:

Michael Kearney

Project Manager

Email: michael.kearney@GLL.ORG

Applicant Declaration Contact Information

Name of Company
Contract Manager
Contact Telephone Number

Submission and Compliance form – MUST BE COMPLETED

General Requirements	
Demonstrate an understanding of the brief (limit response to 1 side of A4 page within your submission)	Yes <input type="checkbox"/> No <input type="checkbox"/>
Demonstrate relevant experience and technical capacity of organisation to deliver and manage visitor services through an interpretive space of this scale	Yes <input type="checkbox"/> No <input type="checkbox"/>
Provide information on company background, scale, corporate objectives	Yes <input type="checkbox"/> No <input type="checkbox"/>
Provide details of the organisations experience in the management and delivery similar sized operations or initiatives, particularly in the fields of heritage, visitor experiences, schools programmes and cultural tourism	Yes <input type="checkbox"/> No <input type="checkbox"/>
Provide details of strategic partnerships and experience of working together with a wide range of relevant stakeholders in east Belfast and across the whole city (to include organisations such as: Council, National Lottery Heritage Fund, Tourism NI, Visit Belfast, Titanic	Yes <input type="checkbox"/> No <input type="checkbox"/>

Belfast, local community and voluntary sector, schools, tour companies, private sector)	
Provide details of experience of staff who will be charged with oversight the operation of the Baths	Yes <input type="checkbox"/> No <input type="checkbox"/>
Provide an overview of how your organisation would propose to plan, deliver and manage visitor services through the interpretive space to ensure its success and maximise benefits to the local community and entire city.	Yes <input type="checkbox"/> No <input type="checkbox"/>
Provide an overview of management and operation proposals to maximise success and benefits – including a 5 year business plan, including the below financial appraisal summary table, outlining operational income and expenditure projections. The business plan must also include an Environment and Energy strategy for reducing energy consumption and costs.	Yes <input type="checkbox"/> No <input type="checkbox"/>