
Bath & North East Somerset Council

Improving People's Lives

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Supplier Engagement Process Outcomes

Concession Contract Facility Operation at the Approach

1. Document Summary

Bath and North East Somerset Council has undertaken a market engagement exercise to both alert the market to the potential upcoming procurement process, and to assist with the development of tender documentation.

The purpose of this report is to summarise the responses received and recommend actions as a result of the exercise.

2. Background

Bath and North East Somerset Council is intending to approach the market with a concession procurement process, during Early June, to procure a concessionaire to operate the facility at the Approach.

Having completed an engagement and procurement process in 2020, the Council decided not to proceed with the sole tender respondent.

The new engagement exercise was aimed at alerting market to the upcoming procurement and to receive comments on the intended approach and method statement headings

3. Current Costs/Budget

The golf facility has been closed since the pandemic. However, the grounds have been maintained by the Parks Service to an agreed standard, but this standard is somewhat lower than would be required for a golf course.

The maintenance does require funding resource of between £20 and £30k per annum, from the Council, and the aim of the procurement process is to remove any financial burden relating to the sites and potentially generate an income from the improved facilities.

4. Engagement Process Overview

An RFI (Request for Information) with an engagement questionnaire was released on 4th May 2022. Alongside the release, all previously engaged suppliers were contacted directly to encourage a response to the questionnaire.

The response deadline was set as Friday 20th May 2022.

5. Supplier Engagement Questionnaires

Twenty-five (25) companies were engaged in the process, either by direct email contact or via the procurement portal. Thirteen companies expressed an interest in some form. Eight suppliers attended site visits and seven responded directly by submitting a response to the engagement questionnaire. The interested suppliers and the proposed activity were:

1. The Bath Pub Company	-	Café provider with Golf
2. Longshot Leisure	-	Golf provider plus cafe
3. Evolution Golf	-	Golf with Driving Range
4. Future Golf Venture	-	Golf with Foot Golf
5. Nigel Henderson PGA	-	Golf with Artificial greens
6. Love Golf	-	Golf with Community Hub
7. Bath Golf	-	Golf with accessible and foot golf
8. Rocka Lane	-	Golf with Padel Tennis
9. Joint Restaurants	-	Café provider with Golf
10. Sam Brucculeri	-	Café provider with Golf
11. Avon Health Café	-	Café provider with Golf
12. Chippenham Golf Centre	-	Golf provider plus cafe
13. Alice Park Café	-	Café provider with Golf

6. Response Summary

In general, the responses received did not provide feedback on the procurement process or the suggested Method Statement Headings.

The responding suppliers cover both delivery options of:

- Café with golf provision, or
- Golf provider with café

There were also variations on this, with suggestions of additional facility for specific junior/ beginners' area, the addition of a driving range, foot golf and padel tennis.

A more detailed summary of the actual comments received is shown in the Response Document – Summary (Appendix 1). Below is a high-level summary of responses to each question.

1. *Do you have the requisite skills and experience to fulfil the contract?*
 - a. *a golf operator with café provision*
 - b. *a café operator with the ability to provide a golf offer*

All suppliers stated they had the requisite skills and experience to fulfil the contract

2. *Please provide a brief outline of your skills and experience in providing a concession as mentioned in question 1*

All suppliers provided details of relevant experience depending on their main business focus.

Suppliers with a golf focus had either experience of golf coaching, experience of managing golf facilities, or both. A number confirmed additional experience of providing café facilities.

Café and restaurant owners provided information on current successful businesses and discussed the intention of their golf offering.

3. *Please provide a brief, high-level outline of your plans for the site. This should include any changes you feel may be necessary to the facilities in place.*

There was some variation in the intended delivery.

Suppliers were, in general, guided by the stated existing/historical use at the site.

This resulted in most suppliers looking to provide the main golf offering on the 18-hole course, with supplementary offering at the 12-hole course.

Some suppliers would look to utilise the 12-hole course for slightly varying purposes. These included:

- Beginners and under 16 section with larger holes
- Foot golf – instead or as well as pitch and put
- All weather facility or Driving Range
- Padel Tennis

A limited number of suppliers suggested reconfiguring the site, including:

- Use of the 12-hole as the main golf facility, with more public access to the 18-hole
- Reconfigure the 18-hole course to allow parts for re-wilding and more open public access to areas

4. *Would a site visit and informal discussion be of benefit at this early stage in the process? If so, please contact us to arrange a time and date.*

8 of the suppliers attended site visits and 3 others expressed an interest in attending but subsequently were not available on the appropriate days.

5. *Have you any comments on the proposed Method Statements headings? The headings look like they cover most areas.*

Suppliers generally agreed with the headings but provided no comments.

6. *Would you suggest any additional topics or changes to intended topics to be covered within the Method Statements?*

No comments received

7. *Are there any additional comments you would like to make that you feel would be helpful?*

No additional comments other than providing additional information of supplier experience

7. Considerations for Procurement Process

Accuracy of Requirement at the Approach

The engagement process confirmed supplier interest in the site and provided a variety of suggestions for delivery of a golf facility at the site.

The suppliers have, generally, been guided by the statement of historical use of golf on the 18-hole and 12-hole course, when looking at their proposed golf activity. They may well have provided alternative solutions if the Council stipulates any different defined outcomes and parameters.

There are some suggestions for other activity and for larger constructions at the site. Again, there will be a need to more accurately define the council requirements and any limitations we wish to place at the site. The need for planning and, the likelihood of obtaining planning, for some of the potential suggestions will need to be stated within any tender documentation.

Specific requirements around the financial viability of suppliers and their bids will also need to be determined and included, alongside any capital funding availability or parameters.

Given the size and nature of the interested suppliers, consideration will need to be given to specific climate emergency and social value requirements at the site. It would seem sensible to stipulate specific outcomes, such as use of chemicals and employment of local staff, within the tender documents.

Method Statement Questions, Quality Criteria and Weighting

There were no real comments on the intended Method Statement headings, so we are likely to proceed with the current suggestions.

The usual thought will need to be applied to the weighting of the elements of the quality criteria to ensure the bidders are focussed on the key areas of delivery.

The use of the site and level of open public access will either need to be well defined in the requirements/Specification or dealt with a part of the Method Statement questions, with an appropriate weighting

8. Recommendation

There appears to be adequate interest from the supplier market to continue with the procurement process as planned.

The recommended procurement approach would be competition with negotiation or competitive dialogue, as there is very likely to be a need to discuss the proposals with suppliers before asking for a Final Tender Submission.

The size and type of organisation engaged in the procurement process would suggest that tender documentation will need to include:

- Help and guidance:
 - Suppliers are likely to need support to understand the procurement process and their role and obligations
 - Potential to offer a webinar type meeting to provide instructions
- Accurate and Detailed specification
 - Limitations for site buildings and development
 - Precise requirements for use of the facilities
 - Clear definitions on use of chemicals
 - Clear definitions on access by public
 - Any constraints regarding use of the facility
 - Climate Emergency outcomes
 - Social Value outcomes
- Precise instructions to suppliers
 - Proposal content requirement
 - Proposal format
 - Details on response to Quality Questions
 - Commercial schedule details
 - Approach to capital funding
 - Details of Business Plans
 - Approach to negotiation or dialogue stage

The main recommendation is around the accuracy of the specification or output document:

- Confirmation that golf is an absolute requirement.
- Is golf a requirement on particular areas of the site?
 - Current 18-hole course
 - Current 12-hole course
 - Both 18 and 12-hole courses
 - Other defined areas
- Is re-wilding a requirement on part of the site?
- Are all other activities to be excluded, or is the scope for additional activities at the site?
 - Alongside golf
 - Related to golf (footgolf)
 - Instead of golf on some days
 - Other
- What specific climate change emergency outputs are needed?
- What is the definition of chemicals to be used or not used?
- Are the specific targets for participation? (targeted on specific groups)
- What level of access needs to be retained for the public?
 - Specific areas of the site – to be defined
 - Any restrictions put on non-participant users