



*Knowsley Council*

**Knowsley Metropolitan Borough Council**

**The Bowring Park Managing Agent Project**

**The procurement of a Managing Agent for Bowring Park using  
The Concession Contract Regulations 2016**

**Project Information Memorandum - Addendum (A)**

**Stage 3: Dialogue on Detailed Solutions**

Issued 31 July 2020

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## 1. Introduction

1.1 This Project Information Memorandum Addendum (A) (Addendum (A)) should be read in conjunction with the Project Information Memorandum and its Schedules 1 to 6 (11 December 2019). See Appendix A.

1.2 The Council is conducting a competitive dialogue procurement procedure under the Concession Contract Regulations 2016 to appoint a Managing Agent for Bowring Park and in so doing is following the following stages:-

Stage 1: Issue Concession Notice - COMPLETE

Stage 2: Combined Pre-qualification Standard Selection Questionnaire Stage and Invitation to Submit Outline Solutions (ISOS) Stage - COMPLETE

Stage 3: Dialogue on Detailed Solutions – THIS STAGE (The subject of Addendum (A))

Stage 4: Invitation to Submit Final Tenders – TO FOLLOW (Friday 18 December 2020)

Stage 5: Appointment of Preferred Bidder – TO FOLLOW (Wednesday 24 March 2021)

1.3 Addendum (A) provides guidance as to how the Council will conduct the Stage 3: Dialogue on Detailed Solutions of its procurement procedure to appoint a Managing Agent for Bowring Park.

1.4 The procurement procedure timescales set in the Project Information Memorandum have been re-set in Addendum (A) as a consequence of the Council's (and anticipated Bidders') management responses to COVID-19.

## **2. Stage 3: Dialogue on Detailed Solutions**

- 2.1 The three highest scoring Bidders from Stage 2 (the Combined Pre-qualification and Invitation to Submit Outline Solutions (ISDS) Stage) have been invited via The Chest (on 28 February 2020) to participate in dialogue with the Council. This stage will involve detailed dialogue and negotiations between the Council and each bidder on the Strategic, Commercial and Procurement aspects of the Award Criteria (see Section 11 below).
- 2.2 The aim of the dialogue is to enable each Bidder to re-fine their Outline Solutions to deliver the Project Objectives, through a series of confidential discussions with the Council, into the following documents that they can each submit at Stage 4: Invitation to Submit Final Tenders:-
- A Detailed Masterplan for Bowring Park (that provides each Bidder's responses to the Award Criteria) – the Council is not defining how the Bidders' should present this document; and
  - A final draft Concession Agreement, Agreement for Lease and Lease (i.e. the legal arrangements that capture each Bidder's commitments to deliver their Masterplan in a legal format) – the Council will provide the structure for these documents (to be presented to the Bidders' by the Council's Dialogue Team at the Round 1 Dialogue meeting w/c 7 September 2020).
- 2.3 The Stage 3 Dialogue is scheduled to take place from September 2020 to December 2020.
- 2.4 The Council is not prescriptive on what the Bidders' solutions should be to meet the Project Objectives. It is keen to work with each Bidder individually, through on-going dialogue, so that they can each develop their customised / bespoke approach to achieve the Project Objectives, which are shown below.
- 2.5 The Project Objectives that the Council will undertake dialogue with Bidders on (and the Award Criteria are structured to assess) are as follows. Under each heading they are listed in descending order of importance to the Council.

## Strategic Objectives

For the Managing Agent to:-

- Apply commercial enterprise and foster innovative partnerships so that the future management of Bowring Park sustains its municipal heritage and financial viability.
- Continue improvements to Bowring Park's heritage buildings and landscape, and bring appropriate fresh and contemporary infrastructure to the site.
- Use Bowring Park to inspire positive community action.
- Maintain the quality of Bowring Park's built and landscape features.
- Improve Bowring Park's leisure and hospitality offer.

## Commercial Objectives

- To enable the Managing Agent to secure a commercially attractive financial reward for the investment, commercial risk, and management experience and expertise, they apply to the long-term management of the Park.
- To establish a contractual relationship between the Council and the Managing Agent that enables new funding to be invested in further improving the Park's heritage features and community facilities.
- For the Managing Agent to be the single point of accountability in respect of the Design, Build, Finance, Operate and Maintain (DBFOM) of the Park's assets.
- For the Council to not financially remunerate the Managing Agent.
- To create a contractual structure which rewards the Managing Agent for working in conjunction with the Council to secure increased financial returns from the Project.
- For the Council to understand the share of the Contract that the Managing Agent intends to sub-contract and be re-assured of the capability of these sub-contractors to perform their respective roles.

## Procurement Objectives

- To comply with the requirements of the Concession Contract Regulations 2016.
- To procure a Managing Agent who is able to develop and then operate Bowring Park as a high-quality public and commercial asset and so deliver the Strategic Objectives.
- To ensure that the Contract length is an optimum duration for both the Managing Agent and the Council, and a valid method of calculating this period is agreed in dialogue with Bidders.
- To procure the 'DBFOM' of Bowring Park as a Concession Contract in a manner that transfers cost and service delivery risk to the Managing Agent.
- To ensure that the Managing Agent is willing and able to foster partnerships and innovative contracts in undertaking their role.

- 2.6 It is anticipated that four rounds of dialogue meetings will be held between the Council and each Bidder to allow their proposals to be developed to sufficient detail to allow them to submit Final Tenders. Through this dialogue the Council is seeking to negotiate with Bidders, encourage innovation and consider their proposals and timescales for delivering the Project Objectives. It will in particular focus on the means of calculating the optimum duration of the Contract.
- 2.7 The dialogue meetings will take place at Bowring Park (Coach House) in a COVID-19 safe / secure manner. Details of which will be sent to the Bidders' in advance of each dialogue meeting.
- 2.8 Throughout the dialogue the Council will verify that Bidders' proposals / solutions meet the Award Criteria and provide written feedback on such plans to each Bidder (see Section 5: Commercial Confidentiality).
- 2.9 Please note that the Council has the flexibility to amend the priority order of the Project Objectives should a Bidder propose an innovative solution. If this happens the Council will issue a notice to all Bidders informing them of the change and inviting them to respond to this if they wish. Additional time will be provided in such circumstances (if deemed necessary by the Council).

2.10 In order to close dialogue (Stage 3) the Council will need to be confident that:-

- Bidders have received sufficient information to prepare robust solutions for delivering the Project;
- Each Bidder's proposals / solutions reflect the Council's Project Objectives; and
- Draft heads of terms for the Concession Agreement, Agreement for Lease and Lease have been negotiated with each Bidder.

### **3. Subsequent Procurement Procedure Stages**

#### **3.1 Stage 4: Final Tenders**

Once dialogue is closed the Council will issue the Invitation to Submit Final Tenders (ISFT) to the three Bidders (February 2021). The Final Tender submission from each Bidder will reflect the outcome of their dialogue with the Council over their detailed solutions which will be recorded in:-

- A Detailed Masterplan for Bowring Park that explains how the Bidder will deliver the Project; and
- A final draft Concession Agreement, Agreement for Lease and Lease.

Council officers will evaluate the Final Tender submissions and select a Preferred Bidder for recommending to the Council for appointment.

#### **3.2 Stage 5: Appointment of Preferred Bidder**

The Council's Cabinet (24 March 2021) will consider approving the appointment of the Preferred Bidder and agree the final commercial terms of the Project. On Cabinet's approval the Council will serve a formal notice (letter) to appoint the Preferred Bidder. This will formally commence the Preferred Bidder stage. The Preferred Bidder letter will "lock-down" the agreed commercial, financial and legal terms on which the appointment is based.

#### 4. The Council's Dialogue Team

<p>Rupert Casey Assistant Executive Director (Communities) Knowsley Council</p>	<p>Dialogue Lead and Chair Project Manager Reporting to John Flaherty, Executive Director (Communities and Neighbourhoods) – the Project Sponsor</p>
<p>Mike Dearing Head of Legal Services Knowsley Council</p>	<p>Dialogue commercial / legal specialist</p>
<p>Lorraine France Chair - The Friends of Bowring Park</p>	<p>Dialogue community interest specialist</p>
<p>Caroline Holmes Head of Environmental Sustainability Knowsley Council</p>	<p>Dialogue social value and green space development specialist</p>
<p>Katie Lawler Procurement Officer Knowsley Council</p>	<p>Dialogue procurement procedure specialist</p>
<p>Liam Power Procurement Manager Knowsley Council</p>	<p>Dialogue procurement procedure specialist</p>

Jon Roberts Assistant Team Manager (Programme Management) Knowsley Council	Dialogue project management specialist
James Towers Principal Landscape Architect WSP	Dialogue heritage and technical maintenance specialist
Samantha Worsfold Improvement and Commissioning Support Manager Knowsley Council	Dialogue financial specialist

## **5. Commercial Confidentiality**

- 5.1 The Council is committed to ensuring the fairness and integrity of this procurement procedure.
- 5.2 During the dialogue the Council will not disclose any information marked as confidential by a Bidder to another Bidder. Such confidential information will include commercially or financially sensitive information, designs and proposed solutions, new ideas and innovation.
- 5.3 The Council will however plan to circulate answers to all Bidders in relation to their individual clarifications and queries unless the Council identifies that these relate to the confidentiality of another Bidder. Where it does, the Council will not release this information and the requesting Bidder will be told that no answer can be given to protect confidentiality.
- 5.4 Bidders submitting a clarification or query should indicate whether they consider these to be commercially confidential to them, and therefore the question and answer not be shared with other Bidders. If the Council considers that, in the interest of open and fair competition, the clarification or query cannot be responded to on a confidential basis, the Bidder will be informed and allowed to withdraw their clarification or query if they prefer it not to be shared with the other Bidders.
- 5.5 Hence, Bidders should be assured that their commercially sensitive information will be protected by the Council.

## **6. Bidders' Detailed Solutions – Proposals affecting the Green Belt**

- 6.1 The Council expects each Bidder to submit a Final Tender that is compliant with meeting the Project Objectives and accords with the charitable status of parts of Bowring Park and the whole Park's identification within the current Knowsley Local Plan as Green Belt.
- 6.2 In respect to this Green Belt consideration, the Council will accept compliant Final Tender solutions that are based on securing a planning approval from the Local Planning Authority (the Council) for any proposed new development on the Park that relates to the provision of appropriate facilities (in connection with the existing use of the land or a change of use) for outdoor sport and outdoor recreation, as long as the facilities preserve the openness of the Green Belt and do not conflict with the purposes of including land within it.
- 6.3 See the National Planning Policy Framework paragraph 145 (February 2019) – link below.

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/810197/NPPF\\_Feb\\_2019\\_revised.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/810197/NPPF_Feb_2019_revised.pdf)

## **7. Bowring Park – Dog Control**

7.1 The Council is aware of the need to ensure that the appointed Managing Agent is able to effectively manage and ensure the positive use of Bowring Park by dog owners in a manner that does not conflict with the delivery of the Project Objectives (see paragraph 1.5 above).

7.2 The Council has statutory powers under the Anti-Social Behaviour, Crime and Policing Act 2014 to implement measures in public spaces to promote and ensure responsible dog ownership. As such for the period 20 October 2017 to 20 October 2020 the Council has adopted a Public Spaces Protection Order that requires people in charge of dogs to:-

- Always carry with them a bag or other means of cleaning up after their dog at all times;
- Keep their dog on a lead at all times in council-owned cemeteries and allotments; and
- Not take their dog into certain enclosed children’s play areas, games areas or areas used for sport and leisure.
- Remove their dog’s mess if it fouls; and
- Put their dog on a lead if instructed to do so by an authorised officer.

<https://www.knowsley.gov.uk/residents/bins,-waste-and-environment/dog-control-orders>

7.3 The Council is currently reviewing the status of the Order with a view of extending it for a further three years from 20 October 2020. The extended Order could include new and specific locations, and new offences, and therefore the Bidders’ views as to how this could be applied to Bowring Park (from a Managing Agent’s perspective) will be requested during Stage 3. Any extension or changes to the Order will need to demonstrate it does not have a detrimental public impact and is proportionate and reasonable. It would also be subject to a public consultation.

## **8. The Park's Operation and Maintenance Manual**

- 8.1 The Heritage Lottery Fund (HLF) work which have been completed have been captured in the Operation and Maintenance Manual (O&M Manual) and 'As Built' information. This information covers all the works which have been undertaken under this project, which will assist the bidders in understanding what has been completed and how the buildings operate and where things are located on the site. This includes the following items which are provided in Appendix B.
- 8.2 The final Health and Safety Checklist together with the 'As Built' assessment.
- 8.3 The O&M Health and Safety Building Manual:-
- Building Fabric information including fabrication, maintenance / cleaning, certification and warranties / guarantees.
  - Building Mechanical and Electrical Manuals including sanitary ware.
  - Building Mechanical and Electrical drawings from the building.
- 8.4 The O&M Health and Safety External Works Manual:-
- External works suppliers.
  - Contract subcontractors.
  - External works COSHH and Technical Data Sheets.
  - External works maintenance and cleansing requirements
  - External works testing and commissioning certificates, warranties and guarantees.
  - External works contractor 'As Built' drawings.
- 8.5 The 'As Built' architectural drawings produced by Kier.
- 8.6 All external works 'As Built' drawings produced by WSP and the Archaeological Watching Brief.

## **9. The specification for the outstanding Bowring Park Restoration Project works.**

9.1 As the Bidders have been made aware, the Heritage Lottery Funded (HLF) Capital Works incurred greater costs than was anticipated due to unforeseen elements being discovered both in the external and building infrastructure. This meant the Council increasing their funding to complete the works as it is. However, this has still left elements of the proposed works which have been agreed with HLF still awaiting completion. Information has been provided on what remains outstanding, which is expected for the Bidders to complete as part of the HLF funding obligations, this includes:-

- Excel document Costings breakdown of works spent split via Character Areas (as previously issued).
- Excel document Outlying Future Scope of Works (as previously issued).
- Schedule 2 Information about Bowring Park: Project Information Memorandum (as previously issued and available in Appendix A).
- Completed drawings highlighting works to be undertaken; labelled MLA Drawings.

9.2 This is presented as Appendix C.

**10. Draft Concession Agreement for Lease and Lease**

This will be developed between each Bidder and the Council during the dialogue process. The Council's Dialogue Team will present the Heads of Terms for the Concession Agreement for Lease and Lease to each Bidder at the Round 1 Dialogue meeting (w/c 7 September 2020).

## 11. Procurement Procedure time-table (Stages 3 to 5)

Date	Action	Owner / responsibility
Friday 31 July 2020	Project Information Memorandum Addendum (A) - Stage 3: Dialogue on Detailed Solutions published on The Chest for Bidders' to access.	Knowsley Council's Dialogue Team
Friday 7 August 2020	Written feedback on Bidders' Outline Solutions.	Knowsley Council's Dialogue Team
Friday 31 July 2020 to Friday 4 September 2020	Knowsley Council's Dialogue Team available to answer questions from the Bidders' in respect to Addendum (A).	Bidders and Knowsley Council's Dialogue Team
Monday 7 September – Wednesday 9 September 2020	<p><b>Round 1 Dialogue</b> meetings between each Bidder and Knowsley Council's Dialogue Team.</p> <p>The purpose of this meeting is to:-</p> <ul style="list-style-type: none"> <li>a) Discuss the Council's Dialogue Team's feedback on each Bidder's Outline Solutions (with each specific Bidder).</li> <li>b) Using the Final Tender Evaluation Criteria (see Section 11 of this Addendum (A)) as an agenda to explore each Bidders' proposals.</li> <li>c) For the Council's Dialogue Team to secure feedback from each Bidder on how the Council can improve dog control measures at Bowring Park.</li> <li>d) For the Council's Dialogue Team to present the Heads of Terms for the Concession Agreement, Agreement for Lease and Lease to each Bidder (this documentation will be supplied at the Round 1 Dialogue meeting).</li> </ul>	Bidders and Knowsley Council's Dialogue Team

	<p>e) For the Council's Dialogue Team to explain how bidders' should complete the financial and social value assessment criteria.</p> <p>f) For the Council's Dialogue Team to consider each Bidder's contributions to the meeting and provide written feedback (after the meeting and in advance of the Round 2 Dialogue meeting).</p> <p>g) For the Council's Dialogue Team to explain the purpose of the Round 2 Dialogue meeting i.e. to review each Bidder's draft Detailed Masterplan for Bowring Park and their comments on the Heads of Terms for the Concession Agreement, Agreement for Lease and Lease.</p> <p><b>No</b> requirement on each Bidder to submit the following draft documents to the Council's Dialogue Team for the meeting:-</p> <p>a) A Detailed Masterplan for Bowring Park that explains how the Bidder will deliver the Project; and</p> <p>b) A final draft Concession Agreement, Agreement for Lease and Lease.</p>	
Monday 14 September 2020	Knowsley Council's Dialogue Team feedback on the Round 1 Dialogue meeting submitted to bidders.	Knowsley Council's Dialogue Team
Thursday 10 September 2020 to Thursday 24 September 2020	<p>Knowsley Council's Dialogue Team available to answer questions from the Bidders' in respect to their preparations on their:-</p> <p>a) Draft 1 Detailed Masterplan for Bowring Park; and</p> <p>b) Draft 1 comments on the Heads of Terms for the Concession Agreement, Agreement for Lease and Lease.</p>	Bidders and Knowsley Council's Dialogue Team

<p>Monday 28 September 2020</p>	<p>Deadline for each Bidder to submit their:-</p> <ul style="list-style-type: none"> <li>a) Draft 1 Detailed Masterplan for Bowring Park; and</li> <li>b) Draft 1 comments on the Heads of Terms for the Concession Agreement, Agreement for Lease and Lease.</li> </ul> <p>For the Council's Dialogue Team to consider these in advance of the Round 2 Dialogue meetings scheduled for Monday 5 October 2020 to Friday 9 October 2020.</p>	<p>Bidders and Knowsley Council's Dialogue Team</p>
<p>Monday 5 October 2020 - Friday 9 October 2020</p>	<p><b>Round 2 Dialogue</b> meetings between each Bidder and Knowsley Council's Dialogue Team.</p> <p>The purpose of this meeting is to discuss the Council's Dialogue Team's feedback on each Bidder's:-</p> <ul style="list-style-type: none"> <li>a) Draft 1 Detailed Masterplan for Bowring Park; and</li> <li>b) Draft 1 comments on the Heads of Terms for the Concession Agreement, Agreement for Lease and Lease.</li> </ul> <p>And so, enable each Bidder to develop their detailed solutions to: -</p> <ul style="list-style-type: none"> <li>a) Draft 2 Detailed Masterplan for Bowring Park; and</li> <li>b) Draft 2 comments on the Heads of Terms for the Concession Agreement, Agreement for Lease and Lease.</li> </ul> <p>For the Stage 3 Dialogue meetings to be scheduled Monday 2 November 2020 - Friday 6 November 2020.</p>	<p>Bidders and Knowsley Council's Dialogue Team</p>

Monday 12 October 2020	Knowsley Council's Dialogue Team feedback on the Round 2 Dialogue meeting submitted to bidders.	Knowsley Council's Dialogue Team
Monday 12 October 2020 to Thursday 22 October 2020	Knowsley Council's Dialogue Team available to answer questions from the Bidders' in respect to their preparations on their:- a) Draft 2 Detailed Masterplan for Bowring Park; and b) Draft 2 comments on the Heads of Terms for the Concession Agreement, Agreement for Lease and Lease.	Bidders and Knowsley Council's Dialogue Team
Monday 26 October 2020	Deadline for each Bidder to submit their: - a) Draft 2 Detailed Masterplan for Bowring Park; and b) Draft 2 comments on the Heads of Terms for the Concession Agreement, Agreement for Lease and Lease  For the Council's Dialogue Team to consider these in advance of the Round 3 Dialogue meetings scheduled for w/c 2 November 2020.	Bidders and Knowsley Council's Dialogue Team
Monday 2 November 2020 to Friday 6 November 2020	<b>Round 3 Dialogue</b> meetings between each Bidder and Knowsley Council's Dialogue Team. The purpose of this meeting is to discuss the Council's Dialogue Team's feedback on each Bidder's:- a) Draft 2 Detailed Masterplan for Bowring Park; and b) Draft 2 comments on the Heads of Terms for the Concession Agreement, Agreement for Lease and Lease  And so, enable each Bidder to develop their detailed solutions to: -	Bidders and Knowsley Council's Dialogue Team

	<p>a) Final Draft Detailed Masterplan for Bowring Park; and</p> <p>b) Final Draft comments on the Heads of Terms for the Concession Agreement, Agreement for Lease and Lease.</p> <p>For the Stage 4 (and anticipated final) Dialogue meetings to be scheduled Monday 7 December 2020 to Friday 11 December 2020.</p>	
Monday 9 November 2020	Knowsley Council's Dialogue Team feedback on the Round 3 Dialogue meeting submitted to bidders.	Knowsley Council's Dialogue Team
Monday 9 November 2020 to Thursday 26 November 2020	<p>Knowsley Council's Dialogue Team available to answer questions from the Bidders' in respect to their preparations on their: -</p> <p>a) Final Draft Detailed Masterplan for Bowring Park; and</p> <p>b) Final Draft comments on the Heads of Terms for the Concession Agreement, Agreement for Lease and Lease.</p>	Bidders and Knowsley Council's Dialogue Team
Monday 30 November 2020	<p>Deadline for each Bidder to submit their: -</p> <p>a) Final Draft Detailed Masterplan for Bowring Park; and</p> <p>b) Final Draft comments on the Heads of Terms for the Concession Agreement, Agreement for Lease and Lease</p> <p>For the Council's Dialogue Team to consider these in advance of the Round 4 Dialogue meetings.</p>	Bidders and Knowsley Council's Dialogue Team

<p>Monday 7 December 2020 to Friday 11 December 2020</p>	<p><b>Round 4 Dialogue</b> meetings between each Bidder and Knowsley Council's Dialogue Team.</p> <p>The purpose of this meeting is to close dialogue (i.e. Stage 3 of the Procurement Procedure) by discussing the Council's Dialogue Team's feedback on each Bidder's: -</p> <ul style="list-style-type: none"> <li>a) Final Draft Detailed Masterplan for Bowring Park; and</li> <li>b) Final Draft comments on the Heads of Terms for the Concession Agreement, Agreement for Lease and Lease.</li> </ul> <p><u>In order to close dialogue, the Council will need to be confident that: -</u></p> <ul style="list-style-type: none"> <li>a) Bidders have received sufficient information to prepare robust solutions for delivering the Project.</li> <li>b) Each Bidder's proposals / solutions reflect the Council's Project Objectives; and</li> <li>c) Draft heads of terms for the Concession Agreement, Agreement for lease and Lease have been negotiated with each Bidder.</li> </ul>	<p>Bidders and Knowsley Council's Dialogue Team</p>
<p>Monday 14 December 2020</p>	<p>Knowsley Council's Dialogue Team feedback on the Round 4 Dialogue meeting submitted to bidders.</p>	<p>Knowsley Council's Dialogue Team</p>

**CLOSE OF DIALOGUE (STAGE 3)**

Friday 18 December 2020	<b>Stage 4: Invitation to Submit Final Tenders (ISFT).</b> Instructions will be provided to Bidders' in a Project Information Memorandum Addendum (B) – to be issued at this time.	Knowsley Council's Dialogue Team
Friday 22 January 2021	Deadline for Bidders' to Submit Final Tenders.	Bidders
Friday 22 January 2021 to Wednesday 10 February 2021	Evaluation of Final Tenders and Council Executive Management Team approvals.	Knowsley Council's Dialogue Team
Wednesday 24 March 2021	<b>Stage 5: Appointment of Preferred Bidder</b> Cabinet consideration / approval for the Council's Appointment of Preferred Bidder. The Council's Cabinet will consider approving the appointment of the Preferred Bidder and agree the final commercial terms of the Project. On Cabinet's approval the Council will serve a formal notice (letter) to appoint the Preferred Bidder. This will formally commence the Preferred Bidder stage. The Preferred Bidder letter will "lock-down" the agreed commercial, financial and legal terms on which the appointment is based.	Knowsley Council's Dialogue Team
Thursday 25 March 2021	Notification to Preferred Bidder. The Preferred Bidder letter will "lock-down" the agreed commercial, financial and legal terms on which the appointment is based.	Knowsley Council's Procurement Team
Friday 26 March 2021 to Monday 5 April 2021	Ten-day stand-still to allow any Contract Award challenge.	Knowsley Council's Procurement Team

Tuesday 6 April 2021

Contract Award Notice published (subject to no formal challenge).

Knowsley Council's  
Procurement Team

## **12. Final Tender Evaluation Criteria**

The Bidders' submissions in respect to the following Project documents will be assessed by the Council's Dialogue Team using the Evaluation Criteria and Supporting Notes shown in Sections 12 and 13 of Addendum A:-

- A Detailed Masterplan for Bowring Park; and
- A final draft the Concession Agreement, Agreement for Lease and Lease that captures each Bidder's commitments to deliver their Masterplan in a legal format.

<b>1) <u>Headline Evaluation Criteria</u></b>		<b>Maximum Score (points)</b>	<b>Weighting applied to the score</b>	<b>Overall maximum weighted score (= score x weighting)</b>	<b>Supporting Notes – See Section 13</b>
<b>A</b>	<b>The effective maintenance, conservation and development of Bowring Park</b>			<b>180</b>	Page 35
<b>B</b>	<b>Using Bowring Park to help people and communities prosper</b>			<b>156</b>	Page 48
<b>C</b>	<b>Applying suitable skills, resources and partnerships to sustain Bowring Park and ensure it thrives</b>			<b>120</b>	Page 56
	<p style="text-align: center;"><b>Grand total maximum score =</b></p> <p>Each Bidder will be given a percentage score based on their awarded weighted score points by the Evaluation Panel divided by 456 and multiplied by 100.</p>			<b>456</b>	

## 2) Sub-level Evaluation Criteria

A	The effective maintenance, conservation and development of Bowring Park	Maximum Score (points)	Weighting applied to the score	Overall maximum weighted score (= score x weighting)	Supporting Notes – See Section 13
A (i)	<p><i>The Bidder's proposals for sustaining Bowring Park's Character Area features by:-</i></p> <p>a) Safeguarding the built, landscape and ecological heritage assets of the Park.</p> <p>b) Effectively managing the Park's golf-course.</p> <p style="text-align: right;"><b>Sub-total =</b></p>				Page 35
A (ii)	<p><i>The Bidder's proposals for Improving Bowring Park's Character Area features by:-</i></p> <p>a) Improving the quality, design and facilities of the Park's golf course to make it more interesting and challenging to golfers.</p> <p>b) Providing additional community, leisure and hospitality infrastructure and services to enhance the social, environmental and commercial credentials of the Park.</p> <p style="text-align: right;"><b>Sub-total =</b></p>				Page 37

A (iii)	<i>The Financial Net Present Value of the Bidder's Investment in Bowring Park:-</i>				Page 39
	a) The Financial Net Present Value of the Bidder's investment in Bowring Park at 1 May 2022.	4	3	12	
	b) The Financial Net Present Value of the Bidder's investment in Bowring Park at 1 May 2025.	4	5	20	
	c) The Financial Net Present Value of the Bidder's investment in Bowring Park at 1 May 2030.	4	8	32	
	<b>Sub-total =</b>			64	
A (iv)	<i>The credibility of the Bidder's Financial Net Present Value:-</i>				Page 42
	a) The completeness, quality and integrity of the Financial Value Model presented by the Bidder in calculating the Financial Net Present Value of their proposals	4	2	8	
	b) A Financial Model Affordability Statement from the Bidder that confirms their ability to, and how they would, fund the expenditure identified in their Financial Value Model. This needs to be supported by appropriate letters of reference from their bank or identified funders and the conditions that such funding would be provided under.	4	4	16	
	c) A Financial Model Risk Management Statement from the Bidder that explains their envisaged cost and revenue risks of their Financial Value Model and their proposed approach and mechanisms they would undertake to mitigating these e.g. insurances, marketing and	4	2	8	

	business development, public relations, innovation and the Bidder's experience and capability to address the identified risks.				
	<b>Sub-total =</b>			<b>32</b>	
A (v)	<p><i>The Bidder's ability to complete the outstanding Heritage Lottery Fund Approved Purposes:-</i></p> <ul style="list-style-type: none"> <li>The completion of the outstanding Heritage Lottery Fund Approved Purposes (infrastructure works) by <u>1 May 2022</u>.</li> </ul> <p>OR</p> <ul style="list-style-type: none"> <li>Any alternative proposals to the outstanding Heritage Lottery Fund Approved Purposes (infrastructure works) with an equivalent or improved item that supports the delivery of the Bidder's Master Plan by <u>1 May 2023</u>.</li> </ul>	4	5	20	Page 45
	<b>Sub-total =</b>			<b>20</b>	
	<b>A (i) to A (v) Total =</b>			<b>180</b>	

<b>B</b>	<b>Using Bowring Park to help people and communities prosper</b>	<b>Maximum Score (points)</b>	<b>Weighting applied to the score</b>	<b>Overall maximum weighted score (= score x weighting)</b>	<b>Supporting Notes – See Section 13</b>
B (i)	<i>The Bidder's proposals for Maximising the benefits of Bowring Park for all people and communities by:-</i>				Page 48
	a) Attracting and welcoming more, and a greater diversity, of communities to Bowring Park from across the Liverpool City Region.	4	3	12	
	b) Ensuring that Bowring Park and its heritage contributes to a better quality of life and health and wellbeing through improved public facilities and activities, so making the local area and its community a better place to live, work, visit and study.	4	3	12	
	c) Pursuing and providing opportunities for communities to get involved in activities in Bowring Park to build civic pride, community ownership and respect for the Park, its heritage and the surrounding community.	4	3	12	
	d) Encouraging communities to engage with, learn about and celebrate the heritage significance of Bowring Park.	4	3	12	
	e) Facilitating the collaborative advantages that a partnership of public, private and community interests in Bowring Park can provide.	4	3	12	
	<b>Sub-total =</b>			<b>60</b>	

B (ii)	<i>The Social Net Present Value of the Bidder's Investment in Bowring Park:-</i>				Page 50
	a) The Social Net Present Value of the Bidder's investment in Bowring Park at 1 May 2022.	4	3	<b>12</b>	
	b) The Social Net Present Value of the Bidder's investment in Bowring Park at 1 May 2025.	4	5	<b>20</b>	
	c) The Social Net Present Value of the Bidder's investment in Bowring Park at 1 May 2030.	4	8	<b>32</b>	
	<b>Sub-total =</b>			<b>64</b>	
B (iii)	<i>The credibility of the Bidder's Social Net Present Value:-</i>				Page 53
	The completeness, quality and integrity of the Social Net Present Value Model presented by the Bidder in calculating the Social Net Present Value of their proposals.	4	8	32	
	<b>Sub-total =</b>			<b>32</b>	
	<b>B (i) to (iii) Total =</b>			<b>156</b>	

<b>C</b>	<b>Applying suitable skills, resources and partnerships to sustain Bowring Park and ensure it thrives</b>	<b>Maximum Score (points)</b>	<b>Weighting applied to the score</b>	<b>Overall maximum weighted score (= score x weighting)</b>	<b>Supporting Notes – See Section 13</b>
C (i)	<p><i>The credentials of the Bidder's Management Team:-</i></p> <p>a) The Bidder should list and provide an organogram of the named personnel who will form their management team for conducting the responsibilities of the Managing Agent, with an explanation of their role within it and how much of their role's working time they will allocate to it. Succession planning to ensure that these roles are sustained within the management team must be explained.</p> <p>b) A brief professional biography for each member of the team should be provided that demonstrates the credentials they have to perform their role.</p> <p style="text-align: right;"><b>Sub-total =</b></p>	4	5	20	Page 56
				16	
				<b>36</b>	
C (ii)	<p><i>The credentials of the Bidder's third-parties, their role and commercial relationship to the Bidder:-</i></p> <p>a) The Bidder should explain how any gaps in its experience / specialist knowledge to deliver the role of Managing Agent will be provided i.e. proposed sub-contractors / consortium members of the Bidder (third-parties). The added experience / knowledge / skills they will provide to the Bidder should be explained.</p>	4	3	12	Page 60

	b) Such third parties should be identified and the key personnel who will be delivering this added-value to the Bidder should be named and for each a brief professional biography provided that demonstrates the credentials they have to perform their role.	4	2	8	
	c) The commercial relationship the Bidder and the third parties propose to enact should be explained. Plus, how the Bidder will manage any under-performance or replace them should this be necessary.	4	4	16	
	<b>Sub-total =</b>			<b>36</b>	
C (iii)	<i>The track-record of the Bidder and its third-parties. The provision of case studies of Projects that the Bidder and its third parties (if relevant) have delivered over the last five years. These should explain the role of the Bidder and / or their third parties' involvement and the financial, social and / or environmental outcomes secured. Three case studies are required that relate to:-</i>				Page 63
	a) The development of leisure and hospitality services.	4	2	8	
	b) The design, construction, financing, operation and maintenance of built and landscape features.	4	4	16	
	c) Using heritage and environmental conservation to secure public well-being.	4	6	24	
	<b>Sub-total =</b>			<b>48</b>	
	<b>C (i) to (iii) Total =</b>			<b>120</b>	

**13. Evaluation Criteria - Supporting Notes**

<p><b><u>Headline Criteria A</u></b></p> <p><b>The effective maintenance, conservation and development of Bowring Park</b></p>	
<p><b><u>Sub-level Criteria A (i)</u></b></p> <p><b>The Bidder's proposals for Sustaining Bowring Park's Character Area features by:-</b></p> <p>a) Safeguarding the built, landscape and ecological heritage assets of the Park; and</p> <p>b) Effectively managing the Park's golf-course.</p>	
<p><b>The Bidder's response to Criteria A (i) should be structured so that their proposals address the information, requirements and ideas presented in the following schedules of the Project Information Memorandum dated 11 December 2019:-</b></p> <ul style="list-style-type: none"> <li>• Schedule 1: An Introduction to Bowring Park;</li> <li>• Schedule 2: Bowring Park's History and Conservation Policies;</li> <li>• Schedule 3: Bowring Park Maintenance Plan; and</li> <li>• Schedule 6: Bowring Park Golf Course.</li> </ul>	
<p><b>Evaluation criteria for A (i) relates to measuring the Bidder's ability to deliver the following Project Objectives:-</b></p>	
1 (a)	Apply commercial enterprise and foster innovative partnerships so that the future management of Bowring Park sustains its municipal heritage and financial viability.
1 (d)	Maintain the quality of Bowring Park's built and landscape features.
2 (c)	For the Managing Agent to be the single point of accountability in respect of the design, build, finance, operate and maintain (DBFOM) of the Park's assets.

3 (b)	To procure a Managing Agent who is able to develop and then operate Bowring Park as a high-quality public and commercial asset and so deliver the Strategic Objectives.	
<b>Scoring Methodology for Criteria A (i) - the Council's Evaluation Panel's interpretation of the Bidder's response</b>		<b>Score</b>
<p>The Bidder clearly demonstrates the level of requirement with regard to ability, understanding of service requirements, systems and quality measures to Sustaining Bowring Park's Character Area features.</p> <p>The Bidder also demonstrates and provides evidence of the ability to deliver some areas of this service above the level of requirements which include innovation and added value to the Council and the communities of Knowsley.</p>	4	
<p>The Bidder clearly demonstrates the level of requirement to Sustaining Bowring Park's Character Area features with regard to ability, understanding of service requirements, systems and quality measures to provide these services.</p>	3	
<p>The Bidder demonstrates the majority of the elements required to Sustaining Bowring Park's Character Area features but has not sufficiently demonstrated and/or evidenced how the requirement will be fulfilled in certain areas.</p>	2	
<p>The Bidder's response addresses minimal elements of the elements required to Sustain Bowring Park's Character Area features but in general contains insufficient/limited detail or explanation to demonstrate how the requirements will be met.</p>	1	
<p>The Bidder's response does not comply and/or insufficient or no information provided to demonstrate that the elements required to Sustain Bowring Park's Character Area features requirements can be met.</p>	0	

**Headline Criteria A**

**The effective maintenance, conservation and development of Bowring Park**

**Sub-level Criteria A (ii)**

**The Bidder's proposals for Improving Bowring Park's Character Area features by:-**

- a) Improving the quality, design and facilities of the Park's golf course to make it more interesting and challenging to golfers ; and
- b) Providing additional community, leisure and hospitality infrastructure and services to enhance the social, environmental and commercial credentials of the Park.

**The Bidder's response to Criteria A (ii) should be structured so that their proposals address the information, requirements and ideas presented in the following schedules of the Project Information Memorandum dated 11 December 2019 (Appendix A) :-**

- Schedule 1: An Introduction to Bowring Park;
- Schedule 2: Bowring Park's History and Conservation Policies;
- Schedule 3: Bowring Park Maintenance Plan; and
- Schedule 6: Bowring Park Golf Course.

**Evaluation criteria A (ii) relates to measuring the Bidder's ability to deliver the following Project Objectives:-**

1 (a)	Apply commercial enterprise and foster innovative partnerships so that the future management of Bowring Park sustains its municipal heritage and financial viability.
1 (b)	Continue improvements to Bowring Park's heritage buildings and landscape, and bring appropriate fresh and contemporary infrastructure to the site.
1 (e)	Improve Bowring Park's leisure and hospitality offer.
2 (a)	To enable the Managing Agent to secure a commercially attractive financial reward for the investment, commercial risk, and management experience and expertise, they apply to the long-term management of the Park.

1 (d)	Maintain the quality of Bowring Park's built and landscape features.
2 (c)	For the Managing Agent to be the single point of accountability in respect of the DBFOM of the Park's assets.
3 (b)	To procure a Managing Agent who is able to develop and then operate Bowring Park as a high-quality public and commercial asset and so deliver the Strategic Objectives.
<b>Scoring Methodology for Criteria A (ii) - the Council's Evaluation Panel's interpretation of the Bidder's response</b>	
	<b>Score</b>
The Bidder clearly demonstrates the level of requirement with regard to ability, understanding of service requirements, systems and quality measures to Improve Bowring Park's Character Area features.  The Bidder also demonstrates and provides evidence of the ability to deliver some areas of this service above the level of requirements which include innovation and added value to the Council and the communities of Knowsley.	4
The Bidder clearly demonstrates the level of requirement to Improve Bowring Park's Character Area features with regard to ability, understanding of service requirements, systems and quality measures to provide these services.	3
The Bidder demonstrates the majority of the elements required to Improve Bowring Park's Character Area features but has not sufficiently demonstrated and/or evidenced how the requirement will be fulfilled in certain areas.	2
The Bidder's response addresses minimal elements of the elements required to Improve Bowring Park's Character Area features but in general contains insufficient/limited detail or explanation to demonstrate how the requirements will be met.	1
The Bidder's response does not comply and/or insufficient or no information provided to demonstrate that the elements required to Improve Bowring Park's Character Area features requirements can be met.	0

### **Headline Criteria A**

**The effective maintenance, conservation and development of Bowring Park**

### **Sub-level Criteria A (iii)**

**The Financial Net Present Value of the Bidder's Investment in Bowring Park:-**

- a) The Financial Net Present Value of the Bidder's investment in Bowring Park at 1 May 2022;
- b) The Financial Net Present Value of the Bidder's investment in Bowring Park at 1 May 2025; and
- c) The Financial Net Present Value of the Bidder's investment in Bowring Park at 1 May 2030.

### **Net Present Value**

This metric measures the net financial benefit of the Bidder's proposals.

It presents the sum financial value of the Projects cash flows from the start of the Concession Contract and measured at five , ten and twenty years from this date with a discount rate of 3.5% applied (i.e. to reflect that money is worth more now than it is in the future).

The value is based on constant prices (no inflation) with all quantifiable costs, benefits and risks included, and no VAT.

**The Bidder's must use the Financial Value Model template provided as Appendix D to calculate the Financial Net Present Value of their proposals in order that Criteria A (iii) can be evaluated.**

**The Bidder's response to Criteria A (iii) should be structured so that their proposals address the information, requirements and ideas presented in the following schedules of the Project Information Memorandum dated 11 December 2019 (Appendix A):-**

- Schedule 1: An Introduction to Bowring Park;
- Schedule 2: Bowring Park's History and Conservation Policies;
- Schedule 3: Bowring Park Maintenance Plan; and
- Schedule 6: Bowring Park Golf Course.

<b>Evaluation criteria A (iii) relates to measuring the Bidder's ability to deliver the following Project Objectives:-</b>	
2 (b)	To establish a contractual relationship between the Council and the Managing Agent that enables new funding to be invested in further improving the Park's heritage features and community facilities.
3 (e)	To ensure that the Managing Agent is willing and able to foster partnerships and innovative contracts in undertaking their role.
2 (d)	For the Council to not financially remunerate the Managing Agent.
2 (e)	To create a contractual structure which rewards the Managing Agent for working in conjunction with the Council to secure increased financial returns from the Project.
3 (c)	To ensure that the Contract length is an optimum duration for both the Managing Agent and the Council, and a valid method of calculating this period is agreed in dialogue with Bidders.
3 (d)	To procure the DBFOM of Bowring Park as a Concession Contract in a manner that transfers cost and service delivery risk to the Managing Agent.
<b>Scoring Methodology for Criteria A (iii)</b>	
<p><u>For example</u> to calculate the scores for the Financial Net Present Value of the Bidders' proposed investment in Bowring Park at 1 May 2025.</p> <p>Bidder A = Financial NPV £100  Bidder B = Financial NPV £300  Bidder C = Financial NPV £50</p> <p>Method of scoring:-</p> <ul style="list-style-type: none"> <li>Bidder A score NPV submitted divided by the highest NPV submitted (by Bidder B) multiplied by the weighting  <math>100 / 300 = 0.333</math> (NPV submitted divided by Bidder A divided by the highest NPV submitted (by Bidder B))  <math>0.333 \times 4</math> (maximum score) = 1.322 (score)</li> </ul>	

$1.322 \times 5$  (weighting applied to the score) = 6.66

6.66 rounded up = 7 (the overall score for criteria A(iii) (b) for Bidder A)

- Bidder B

$300 / 300 = 1$  (NPV submitted divided by Bidder B divided by the highest NPV submitted (by Bidder B))

$1 \times 4$  (maximum score) = 4 (score)

$4 \times 5$  (weighting applied to the score) = 20 (the overall score for criteria A(iii) (b) for Bidder B)

- Bidder C

$50 / 300 = 0.166$  (NPV submitted divided by Bidder C divided by the highest NPV submitted (by Bidder B))

$0.166 \times 4$  (maximum score) = 0.664 (score)

$0.644 \times 5$  (weighting applied to the score) = 3.32

3.32 rounded down = 3 (the overall score for criteria A(iii) (b) for Bidder C)

### **Headline Criteria A**

**The effective maintenance, conservation and development of Bowring Park**

### **Sub-level Criteria A (iv)**

**The credibility of the Bidder's Financial Net Present Value:-**

- a) The completeness, quality and integrity of the Financial Value Model presented by the Bidder in calculating the Financial Net Present Value of their proposals.
- b) A Financial Model Affordability Statement from the Bidder that confirms their ability to, and how they would, fund the expenditure identified in their Financial Value Model. This needs to be supported by appropriate letters of reference from their bank or identified funders and the conditions that such funding would be provided under.
- c) A Financial Model Risk Management Statement from the Bidder that explains their envisaged cost and revenue risks of their Financial Value Model and their proposed approach and mechanisms they would undertake to mitigating these e.g. insurances, marketing and business development, public relations, innovation and the Bidder's experience and capability to address the identified risks.

**The Bidder's must use the Financial Value Model template provided as Appendix D to calculate the Financial Net Present Value of their proposals.**

**The Bidder's response to Criteria A (iv) should be structured so that their proposals address the information, requirements and ideas presented in the following schedules of the Project Information Memorandum dated 11 December 2019 (Appendix A):-**

- Schedule 1: An Introduction to Bowring Park;
- Schedule 2: Bowring Park's History and Conservation Policies;
- Schedule 3: Bowring Park Maintenance Plan; and
- Schedule 6: Bowring Park Golf Course.

**Evaluation criteria A (iv) relates to measuring the Bidder's ability to deliver the following Project Objectives: -**

2 (b)	To establish a contractual relationship between the Council and the Managing Agent that enables new funding to be invested in further improving the Park's heritage features and community facilities.
3 (e)	To ensure that the Managing Agent is willing and able to foster partnerships and innovative contracts in undertaking their role.
2 (d)	For the Council to not financially remunerate the Managing Agent.
2 (e)	To create a contractual structure which rewards the Managing Agent for working in conjunction with the Council to secure increased financial returns from the Project.
3 (c)	To ensure that the Contract length is an optimum duration for both the Managing Agent and the Council, and a valid method of calculating this period is agreed in dialogue with Bidders.
3 (d)	To procure the DBFOM of Bowring Park as a Concession Contract in a manner that transfers cost and service delivery risk to the Managing Agent.

<b>Scoring Methodology for Criteria A (iv) - the Council's Evaluation Panel's interpretation of the Bidder's response</b>	<b>Score</b>
<p>The Bidder clearly demonstrates the level of requirement with regard to ability, understanding of service requirements, systems and quality measures to demonstrate the credibility of their Financial Net Present Value.</p> <p>The Bidder also demonstrates and provides evidence of the ability to deliver above the level of requirements which include innovation and added value to the Council and the communities of Knowsley.</p>	4
<p>The Bidder clearly demonstrates the level of requirement with regard to ability, understanding of service requirements, systems and quality measures to demonstrate the credibility of their Financial Net Present Value.</p>	3

<p>The Bidder demonstrates the majority of the elements required to demonstrate the credibility of their Financial Net Present Value but has not sufficiently demonstrated and/or evidenced how the requirement will be fulfilled in certain areas.</p>	<p>2</p>
<p>The Bidder's response addresses minimal elements of the elements required demonstrate the credibility of their Financial Net Present Value but in general contains insufficient/limited detail or explanation to demonstrate how the requirements will be met.</p>	<p>1</p>
<p>The Bidder's response does not comply and/or insufficient or no information provided to demonstrate the credibility of their Financial Net Present Value.</p>	<p>0</p>

**Headline Criteria A**

**The effective maintenance, conservation and development of Bowring Park**

**Sub-level Criteria A (v)**

**The Bidder's ability to complete the outstanding Heritage Lottery Fund Approved Purposes:-**

a) The completion of the outstanding Heritage Lottery Fund Approved Purposes (infrastructure works) by 1 May 2022.

OR

b) An alternative proposals to the outstanding Heritage Lottery Fund Approved Purposes (infrastructure works) with an equivalent or improved item that supports the delivery of the Bidder's Detailed Master Plan by 1 May 2023.

**The Bidder's response to Criteria A (v) should be structured so that their proposals address the information, requirements and ideas presented in the following schedules of the Project Information Memorandum dated 11 December 2019:-**

- Schedule 1: An Introduction to Bowring Park (in particular the items listed in Table 2 (columns B, C, D and E) on page 17 of the Project Information Memorandum dated 11 December 2019. It is the satisfactory and timely completion of these items that is important to the Council, if the Bidder can complete the work for a lower cost than the Council cost estimate provided in Table 2 then this is acceptable.

**The Bidder's response should be in accordance for the specification for the identified works which is provided as Appendix C.**

**Evaluation Criteria A (v) relates to measuring the Bidder's ability to deliver the following Project Objectives:-**

1 (a)	Apply commercial enterprise and foster innovative partnerships so that the future management of Bowring Park sustains its municipal heritage and financial viability.
2 (b)	To establish a contractual relationship between the Council and the Managing Agent that enables new funding to be invested in further improving the Park's heritage features and community facilities.

<b>Scoring Methodology for Criteria A (v)</b>	<b>Score</b>
<p>The Bidder clearly demonstrates the level of requirement with regard to ability, understanding of service requirements, systems and quality measures to complete the outstanding Heritage Lottery Fund Approved Purposes or an equivalent / improvement.</p> <p>The Bidder also demonstrates and provides evidence of the ability to deliver above the level of requirements which include innovation and added value to the Council and the communities of Knowsley.</p>	4
<p>The Bidder clearly demonstrates the level of requirement with regard to ability, understanding of service requirements, systems and quality measures to complete the outstanding Heritage Lottery Fund Approved Purposes or an equivalent / improvement.</p>	3
<p>The Bidder demonstrates the majority of the elements required to complete the outstanding Heritage Lottery Fund Approved Purposes or an equivalent / improvement, but has not sufficiently demonstrated and/or evidenced how the requirement will be fulfilled in certain areas.</p>	2

The Bidder's response addresses minimal elements of the elements required to complete the outstanding Heritage Lottery Fund Approved Purposes or an equivalent / improvement, but in general contains insufficient/limited detail or explanation to demonstrate how the requirements will be met.

1

The Bidder's response does not comply and/or insufficient or no information provided to complete the outstanding Heritage Lottery Fund Approved Purposes or an equivalent / improvement.

0

**Headline Criteria B**

**Using Bowring Park to help people and communities prosper**

**Criteria B (i)**

**The Bidder's proposals for Maximising the benefits of Bowring Park for all people and communities by: -**

- a) Attracting and welcoming more, and a greater diversity, of communities to Bowring Park from across the Liverpool City Region.
- b) Ensuring that Bowring Park and its heritage contributes to a better quality of life and health and wellbeing through improved public facilities and activities, so making the local area and its community a better place to live, work, visit and study.
- c) Pursuing and providing opportunities for communities to get involved in activities in Bowring Park to build civic pride, community ownership and respect for the Park, its heritage and the surrounding community.
- d) Encouraging communities to engage with, learn about and celebrate the heritage significance of Bowring Park.
- e) Facilitating the collaborative advantages that a partnership of public, private and community interests in Bowring Park can provide.

**The Bidder's response to Criteria B (i) should be structured so that their proposals address the information, requirements and ideas presented in the following schedules of the Project Information Memorandum dated 11 December 2019: -**

- Schedule 4: The Huyton Partnership Area of Knowsley - Area Profile (at May 2018); and
- Schedule 5: Bowring Park Community Engagement Programme.

**Evaluation criteria B (i) relates to measuring the Bidder's ability to deliver the following Project Objectives: -**

1 (c)	Use Bowring Park to inspire positive community action.
3 (e)	To ensure that the Managing Agent is willing and able to foster partnerships and innovative contracts in undertaking their role.

<b>Scoring Methodology for Criteria B (i) - the Council's Evaluation Panel's interpretation of the Bidder's response</b>	<b>Score threshold (points)</b>
<p>The Bidder clearly demonstrates the level of requirement with regard to ability, understanding of service requirements, systems and quality measures to Maximise the benefits of Bowring Park for all people and communities.</p> <p>The Bidder also demonstrates and provides evidence of the ability to deliver some areas of this service above the level of requirements which include innovation and added value to the Council and the communities of Knowsley.</p>	4
<p>The Bidder clearly demonstrates the level of requirement to Maximise the benefits of Bowring Park for all people and communities with regard to ability, understanding of service requirements, systems and quality measures to provide these services.</p>	3
<p>The Bidder demonstrates the majority of the elements required to Maximise the benefits of Bowring Park for all people and communities but has not sufficiently demonstrated and/or evidenced how the requirement will be fulfilled in certain areas.</p>	2
<p>The Bidder's response addresses minimal elements of the elements required to Maximise the benefits of Bowring Park for all people and communities but in general contains insufficient/limited detail or explanation to demonstrate how the requirements will be met.</p>	1
<p>The Bidder's response does not comply and/or insufficient or no information provided to demonstrate that the elements required to Maximise the benefits of Bowring Park for all people and communities requirements can be met.</p>	0

**Headline Criteria B**

**Using Bowring Park to help people and communities prosper**

**Sub-level Criteria B (ii)**

**The Social Net Present Value of the Bidder's Investment in Bowring Park:-**

- a) The Social Net Present Value of the Bidder's investment in Bowring Park at 1 May 2022;
- b) The Social Net Present Value of the Bidder's investment in Bowring Park at 1 May 2025; and
- c) The Social Net Present Value of the Bidder's investment in Bowring Park at 1 May 2030.

**The Bidder's must use the Social Value Model guidance provided as Appendix E to calculate the Financial Net Present Value of their proposals in responding to Criteria B (ii).**

**Evaluation criteria B (ii) relates to measuring the Bidder's ability to deliver the following Project Objectives:-**

2 (b)	To establish a contractual relationship between the Council and the Managing Agent that enables new funding to be invested in further improving the Park's heritage features and community facilities.
2 (d)	For the Council to not financially remunerate the Managing Agent.
2 (e)	To create a contractual structure which rewards the Managing Agent for working in conjunction with the Council to secure increased financial returns from the Project.
3 (c)	To ensure that the Contract length is an optimum duration for both the Managing Agent and the Council, and a valid method of calculating this period is agreed in dialogue with Bidders.
3 (d)	To procure the DBFOM of Bowring Park as a Concession Contract in a manner that transfers cost and service delivery risk to the Managing Agent.

## Scoring Methodology for Criteria B (ii)

For example to calculate the scores for the Social Net Present Value of the Bidders' proposed investment in Bowring Park at 1 May 2025.

Bidder A = Social NPV £100

Bidder B = Social NPV £300

Bidder C = Social NPV £50

Method of scoring:-

- Bidder A score NPV submitted divided by the highest NPV submitted (by Bidder B) multiplied by the weighting  
 $100 / 300 = 0.333$  (NPV submitted divided by Bidder A divided by the highest NPV submitted (by Bidder B))  
 $0.333 \times 4$  (maximum score) = 1.322 (score)  
 $1.322 \times 5$  (weighting applied to the score) = 6.66  
6.66 rounded up = 7 (the overall score for criteria A(iii) (b) for Bidder A)
- Bidder B  
 $300 / 300 = 1$  (NPV submitted divided by Bidder B divided by the highest NPV submitted (by Bidder B))  
 $1 \times 4$  (maximum score) = 4 (score)  
 $4 \times 5$  (weighting applied to the score) = 20 (the overall score for criteria A(iii) (b) for Bidder B)
- Bidder C  
 $50 / 300 = 0.166$  (NPV submitted divided by Bidder C divided by the highest NPV submitted (by Bidder B))

$0.166 \times 4$  (maximum score) = 0.664 (score)

$0.644 \times 5$  (weighting applied to the score) = 3.32

3.32 rounded down = 3 (the overall score for criteria A(iii) (b) for Bidder C)

**Headline Criteria B**

**Using Bowring Park to help people and communities prosper**

**Sub-level Criteria B (iii)**

**The credibility of the Bidder's Social Net Present Value:-**

- The completeness, quality and integrity of the Social Value Model presented by the Bidder in calculating the Social Net Present Value of their proposals.

**The Bidder's must use the Social Value Model guidance provided as Appendix E to calculate the Financial Net Present Value of their proposals.**

**The Bidder's response to Criteria B (iii) should be structured so that their proposals address the information, requirements and ideas presented in the following schedules of the Project Information Memorandum dated 11 December 2019: -**

- Schedule 4: The Huyton Partnership Area of Knowsley - Area Profile (at May 2018); and
- Schedule 5: Bowring Park Community Engagement Programme.

**Evaluation criteria B (iii) relates to measuring the Bidder's ability to deliver the following Project Objectives: -**

2 (b)	To establish a contractual relationship between the Council and the Managing Agent that enables new funding to be invested in further improving the Park's heritage features and community facilities.
3 (e)	To ensure that the Managing Agent is willing and able to foster partnerships and innovative contracts in undertaking their role.
2 (d)	For the Council to not financially remunerate the Managing Agent.
2 (e)	To create a contractual structure which rewards the Managing Agent for working in conjunction with the Council to secure increased financial returns from the Project.

3 (c)	To ensure that the Contract length is an optimum duration for both the Managing Agent and the Council, and a valid method of calculating this period is agreed in dialogue with Bidders.
3 (d)	To procure the DBFOM of Bowring Park as a Concession Contract in a manner that transfers cost and service delivery risk to the Managing Agent.
<b>Scoring Methodology for Criteria B (iii) - the Council's Evaluation Panel's interpretation of the Bidder's response</b>	
<b>Score threshold (points)</b>	
<p>The Bidder clearly demonstrates the level of requirement with regard to ability, understanding of service requirements, systems and quality measures to demonstrate the credibility of their Social Net Present Value.</p> <p>The Bidder also demonstrates and provides evidence of the ability to deliver above the level of requirements which include innovation and added value to the Council and the communities of Knowsley.</p>	4
<p>The Bidder clearly demonstrates the level of requirement with regard to ability, understanding of service requirements, systems and quality measures to demonstrate the credibility of their Social Net Present Value.</p>	3
<p>The Bidder demonstrates the majority of the elements required to demonstrate the credibility of their Social Net Present Value but has not sufficiently demonstrated and/or evidenced how the requirement will be fulfilled in certain areas.</p>	2
<p>The Bidder's response addresses minimal elements of the elements required demonstrate the credibility of their Social Net Present Value but in general contains insufficient/limited detail or explanation to demonstrate how the requirements will be met.</p>	1

The Bidder's response does not comply and/or insufficient or no information provided to demonstrate the credibility of their Social Net Present Value.	0
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**Headline Criteria C**

**Applying suitable skills, resources and partnerships to sustain Bowring Park and ensure it thrives**

**Sub-level Criteria C (i)**

**The credentials of the Bidder's management team:-**

- a) The Bidder should list and provide an organogram of the named personnel who will form their management team for conducting the responsibilities of the Managing Agent, with an explanation of their role within it and how much of their role's working time they will allocate to it. Succession planning to ensure that these roles are sustained within the management team must be explained.
- b) A brief professional biography for each member of the team should be provided that demonstrates the credentials they have to perform their role.

**The Bidder's response to Criteria C (i) should be structured so that their proposals address the information, requirements and ideas presented in the following schedules of the Project Information Memorandum dated 11 December 2019: -**

- Schedule 1: An Introduction to Bowring Park;
- Schedule 2: Bowring Park's History and Conservation Policies;
- Schedule 3: Bowring Park Maintenance Plan;
- Schedule 4: The Huyton Partnership Area of Knowsley - Area Profile (at May 2018);
- Schedule 5: Bowring Park Community Engagement Programme; and
- Schedule 6: Bowring Park Golf Course.

**Evaluation criteria C (i) relates to measuring the Bidder's ability to deliver the following Project Objectives: -**

1 (a)	Apply commercial enterprise and foster innovative partnerships so that the future management of Bowring Park sustains its municipal heritage and financial viability.
1 (b)	Continue improvements to Bowring Park's heritage buildings and landscape, and bring appropriate fresh and contemporary infrastructure to the site.
1 (c)	Use Bowring Park to inspire positive community action.
1 (d)	Maintain the quality of Bowring Park's built and landscape features.
1 (e)	Improve Bowring Park's leisure and hospitality offer.
2 (c)	For the Managing Agent to be the single point of accountability in respect of the DBFOM of the Park's assets.
2 (f)	For the Council to understand the share of the Contract that the Managing Agent intends to sub-contract and be re-assured of the capability of these sub-contractors to perform their respective roles.
3 (b)	To procure a Managing Agent who is able to develop and then operate Bowring Park as a high-quality public and commercial asset and so deliver the Strategic Objectives.
3	To ensure that the Managing Agent is willing and able to foster partnerships and innovative contracts in undertaking their role.

<b>Scoring Methodology for Criteria C (i) - the Council's Evaluation Panel's interpretation of the Bidder's response</b>	<b>Score threshold (points)</b>
<p>The Bidder clearly demonstrates the level of requirement with regard to ability, understanding of service requirements, systems and quality measures to deliver the Managing Agent role.</p> <p>The Bidder also demonstrates and provides evidence of the ability to deliver some areas of this service above the level of requirements which include innovation and added value to the Council and the communities of Knowsley.</p> <p>For example the demonstration of credentials that reflect the following disciplines:-</p> <ul style="list-style-type: none"> <li>• Public, private and third-sector contracts and partnerships;</li> <li>• Financial, legal and governance;</li> <li>• Property management, restoration and development;</li> <li>• Leisure and hospitality services;</li> <li>• Marketing and business development;</li> <li>• Planning, design and construction;</li> <li>• Contract management;</li> <li>• Operation and maintenance;</li> <li>• Customer care;</li> <li>• Community engagement; and</li> <li>• Delivery of private, public and social value.</li> </ul>	4

<p>The Bidder clearly demonstrates the level of requirement to deliver the Managing Agent role with regard to ability, understanding of service requirements, systems and quality measures to provide these services.</p>	<p>3</p>
<p>The Bidder demonstrates the majority of the elements required to deliver the Managing Agent role but has not sufficiently demonstrated and/or evidenced how the requirement will be fulfilled in certain areas.</p>	<p>2</p>
<p>The Bidder's response addresses minimal elements of the elements required to deliver the Managing Agent role but in general contains insufficient/limited detail or explanation to demonstrate how the requirements will be met.</p>	<p>1</p>
<p>The Bidder's response does not comply and/or insufficient or no information provided to demonstrate that the elements required to deliver the Managing Agent role requirements can be met.</p>	<p>0</p>

### **Headline Criteria C**

**Applying suitable skills, resources and partnerships to sustain Bowring Park and ensure it thrives**

### **Sub-level Criteria C (ii)**

**The credentials of the Bidder's third parties, their role and commercial relationship to the Bidder :-**

- a) The Bidder should explain how any gaps in its experience / specialist knowledge to deliver the role of Managing Agent will be provided i.e. proposed sub-contractors / consortium members of the Bidder (third-parties). The added experience / knowledge / skills they will provide to the Bidder should be explained.
- b) Such third parties should be identified and the key personnel who will be delivering this added-value to the Bidder should be named and for each a brief professional biography provided that demonstrates the credentials they have to perform their role.
- c) The commercial relationship the Bidder and the third parties propose to enact should be explained. Plus, how the Bidder will manage any under-performance or replace them should this be necessary.

**The Bidder's response to Criteria C (ii) should be structured so that their proposals address the information, requirements and ideas presented in the following schedules of the Project Information Memorandum dated 11 December 2019: -**

- Schedule 1: An Introduction to Bowring Park.
- Schedule 2: Bowring Park's History and Conservation Policies.
- Schedule 3: Bowring Park Maintenance Plan.
- Schedule 4: The Huyton Partnership Area of Knowsley - Area Profile (at May 2018);
- Schedule 5: Bowring Park Community Engagement Programme; and
- Schedule 6: Bowring Park Golf Course.

<b>Evaluation Criteria C (ii) relates to measuring the Bidder's ability to deliver the following Project Objectives: -</b>	
1 (a)	Apply commercial enterprise and foster innovative partnerships so that the future management of Bowring Park sustains its municipal heritage and financial viability.
1 (b)	Continue improvements to Bowring Park's heritage buildings and landscape, and bring appropriate fresh and contemporary infrastructure to the site.
1 (c)	Use Bowring Park to inspire positive community action.
1 (d)	Maintain the quality of Bowring Park's built and landscape features.
1	Improve Bowring Park's leisure and hospitality offer.
2 (c)	For the Managing Agent to be the single point of accountability in respect of the DBFOM of the Park's assets.
2 (f)	For the Council to understand the share of the Contract that the Managing Agent intends to sub-contract and be re-assured of the capability of these sub-contractors to perform their respective roles.
3 (b)	To procure a Managing Agent who is able to develop and then operate Bowring Park as a high-quality public and commercial asset and so deliver the Strategic Objectives.
3	To ensure that the Managing Agent is willing and able to foster partnerships and innovative contracts in undertaking their role.
<b>Scoring Methodology for Criteria C (ii) - the Council's Evaluation Panel's interpretation of the Bidder's response</b>	
	<b>Score threshold (points)</b>
The Bidder clearly demonstrates the level of requirement with regard to ability, understanding of service requirements, systems and quality measures to deliver the Managing Agent role.	4
The Bidder also demonstrates and provides evidence of the ability to deliver some areas of this service above the level of requirements which include innovation and added value to the Council and the communities of Knowsley.	

For example the demonstration of credentials that reflect the following disciplines:-

- Public, private and third-sector contracts and partnerships;
- Financial, legal and governance;
- Property management, restoration and development;
- Leisure and hospitality services;
- Marketing and business development;
- Planning, design and construction;
- Contract management;
- Operation and maintenance;
- Customer care;
- Community engagement; and
- Delivery of private, public and social value.

<p>The Bidder clearly demonstrates the level of requirement to deliver the Managing Agent role with regard to ability, understanding of service requirements, systems and quality measures to provide these services.</p>	<p>3</p>
<p>The Bidder demonstrates the majority of the elements required to deliver the Managing Agent role but has not sufficiently demonstrated and/or evidenced how the requirement will be fulfilled in certain areas.</p>	<p>2</p>
<p>The Bidder's response addresses minimal elements of the elements required to deliver the Managing Agent role but in general contains insufficient/limited detail or explanation to demonstrate how the requirements will be met.</p>	<p>1</p>

<p>The Bidder's response does not comply and/or insufficient or no information provided to demonstrate that the elements required to deliver the Managing Agent role requirements can be met.</p>	<p>0</p>
<p><b><u>Headline Criteria C</u></b>  <b>Applying suitable skills, resources and partnerships to sustain Bowring Park and ensure it thrives</b></p>	
<p><b><u>Sub-level Criteria C (iii)</u></b>  <b>The track record of the Bidder and its third-parties</b>  The provision of case studies of Projects that the Bidder and its third parties (if relevant) have delivered over the last five years. These should explain the role of the Bidder and / or their third parties involvement and the financial, social and / or environmental outcomes secured. Three case studies are required that relate to:-</p> <ol style="list-style-type: none"> <li>a) The development of leisure and hospitality services.</li> <li>b) The design, construction, financing, operation and maintenance of built and landscape features.</li> <li>c) Using heritage and environmental conservation to promote public well-being.</li> </ol>	
<p><b>The Bidder's response to Criteria C (iii) should be structured so that their proposals address the information, requirements and ideas presented in the following schedules of the Project Information Memorandum dated 11 December 2019: -</b></p> <ul style="list-style-type: none"> <li>• Schedule 1: An Introduction to Bowring Park;</li> <li>• Schedule 2: Bowring Park's History and Conservation Policies;</li> <li>• Schedule 3: Bowring Park Maintenance Plan;</li> <li>• Schedule 4: The Huyton Partnership Area of Knowsley - Area Profile (at May 2018);</li> <li>• Schedule 5: Bowring Park Community Engagement Programme; and</li> <li>• Schedule 6: Bowring Park Golf Course.</li> </ul>	

<b>Evaluation Criteria C (iii) relates to measuring the Bidder's ability to deliver the following Project Objectives:-</b>	
1 (a)	Apply commercial enterprise and foster innovative partnerships so that the future management of Bowring Park sustains its municipal heritage and financial viability.
1 (b)	Continue improvements to Bowring Park's heritage buildings and landscape, and bring appropriate fresh and contemporary infrastructure to the site.
1 (c)	Use Bowring Park to inspire positive community action.
1 (d)	Maintain the quality of Bowring Park's built and landscape features.
1	Improve Bowring Park's leisure and hospitality offer.
2 (c)	For the Managing Agent to be the single point of accountability in respect of the DBFOM of the Park's assets.
2 (f)	For the Council to understand the share of the Contract that the Managing Agent intends to sub-contract and be re-assured of the capability of these sub-contractors to perform their respective roles.
3 (b)	To procure a Managing Agent who is able to develop and then operate Bowring Park as a high-quality public and commercial asset and so deliver the Strategic Objectives.
3	To ensure that the Managing Agent is willing and able to foster partnerships and innovative contracts in undertaking their role.
<b>Scoring Methodology for Criteria C (iii) - the Council's Evaluation Panel's interpretation of the Bidder's response</b>	
	<b>Score threshold (points)</b>
The Bidder clearly demonstrates the level of requirement with regard to ability, understanding of service requirements, systems and quality measures to deliver the Managing Agent role.	4
The Bidder also demonstrates and provides evidence of the ability to deliver some areas of this service above the level of requirements which include innovation and added value to the Council and the communities of Knowsley.	

<p>For example, case studies that reflect the Council's Core Requirements that the Bidder needs to capture in their Masterplan. These are:-</p> <ul style="list-style-type: none"> <li>• Apply commercial enterprise and foster innovative partnerships so that the future management of Bowring Park sustains its municipal heritage and financial viability.</li> <li>• Continue improvements to Bowring Park's heritage buildings and landscape, and bring appropriate fresh and contemporary infrastructure to the site.</li> <li>• Maintain the quality of Bowring Park's built and landscape features.</li> <li>• Use Bowring Park to inspire positive community action.</li> <li>• Improve Bowring Park's leisure and hospitality offer.</li> </ul>	
<p>The Bidder clearly demonstrates the level of requirement to deliver the Managing Agent role with regard to ability, understanding of service requirements, systems and quality measures to provide these services.</p>	3
<p>The Bidder demonstrates the majority of the elements required to deliver the Managing Agent role but has not sufficiently demonstrated and/or evidenced how the requirement will be fulfilled in certain areas.</p>	2
<p>The Bidder's response addresses minimal elements of the elements required to deliver the Managing Agent role but in general contains insufficient/limited detail or explanation to demonstrate how the requirements will be met.</p>	1
<p>The Bidder's response does not comply and/or insufficient or no information provided to demonstrate that the elements required to deliver the Managing Agent role requirements can be met.</p>	0