

Service requirement	Evidence requirement	Evaluation Method	Contract KPI reference no
<p><b>Leisure Centres:-</b></p> <ul style="list-style-type: none"> <li>▪ <b>Corwen Leisure Centre</b></li> <li>▪ <b>Llangollen Leisure Centre</b></li> <li>▪ <b>Ruthin Leisure Centre</b></li> <li>▪ <b>Denbigh Leisure Centre</b></li> <li>▪ <b>St Asaph Leisure Centre</b></li> <li>▪ <b>Rhyl Leisure Centre</b></li> <li>▪ <b>Prestatyn Leisure Centre</b></li> <li>▪ <b>Nova Prestatyn</b></li> </ul>			
<p>1. Maintenance of the current access for children, young people, adults and schools in respect of the wet and dry facilities at all 8 Leisure Centres/facilities (these are as detailed within Appendix 1 (general public opening hours), and as detailed in the 2018/19 version of the School Leisure Partnership Agreement relative to each site.(Appendix 2 shows the 2018/19 School Leisure Partnership Agreement for Rhyl High School).</p>	<p>-Publication of opening hours for each facility on web page                      -Change request documentation</p>	<p>1. Internal Audit                      2. Customer satisfaction                      3. Customer complaints</p>	<p>006, 007, 008, 015, 017</p>
<p>2. Provision of an equitable varied and affordable demand led programme of Leisure and Sporting activities countywide, which is suited to children, young people, and adults of all ages; this should initially should be based on the current activities offered at each centre which is detailed in Appendix 3.</p>	<p>-Copy of the relevant programmes retained for all Leisure Centres for a period of 2 years</p>	<p>1. Internal Audit                      2. Customer satisfaction                      3. Customer complaints</p>	<p>006, 007, 008, 015, 017</p>

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3. Requirement to manage and deliver the GP referral scheme, with an emphasis on engaging with participants to enable them to satisfactorily complete their referral period. Refer to Appendix 4 for grant information.	-Grant funding returns	1. Internal Audit 2. Customer complaints 3. Health partner feedback 4. Contract Management-kPI	003, 004, 007, 008
4. Promotion and delivery of the Sports Wales 'free swim' initiative. Refer to Appendix 4 for grant information.	-Grant funding returns	1. Internal Audit 2. Contract Management-KPI 3. Strategic Governance Board	003, 004
5. Requirement to carry out an annual survey of your customers; this should include non- Leisure card holders, Leisure Card holders, and ideally incentivise to increase the response rate. Areas for inquiry should include but not be restricted to quality of programmes and support offered, affordability, and ease of access to services	-Retain annual survey results	1. Contract Management KPI 2. Strategic Governance Board	017
6. Requirement to record all complaints on DLL's compliments and complaints system. The system used is required to maintain the same information as DCC's CRM system. As part of this process there is a requirement for DLL to provide the DCC Contract Manager with copies of all stage 2 complaints	- record of all complaints maintained -record of Stage 2 complaints provided to DCC	1. Contract Management KPI	015, 016
7. Maintenance of current access to required facilities, as agreed with schools via the School Leisure Partnership Agreement, (SLPA), relative to each school. This will include meetings with each school to agree the SLPA , and will include relationship management between the centres and schools to maintain a good working relationship with the PE staff and other school personnel.	-School Leisure Partnership Agreement in place with every school -School feedback -Record of unresolved issues maintained within the minutes of contract management meetings	1. School Escalation process 2. Contract Manager/ Operational Board meetings 3. Strategic Governance Board	n/a

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8. Engagement with and support of local community Sports Clubs	- Record of bookings made by community sports clubs -Feedback via user surveys	1. Customer complaints 2. Contract Management KPI	011, 015, 017
<b>Nova Prestatyn</b>			
<b>Additional requirement</b>			
1. Provision of a quality food and beverage offer to meet the needs of your existing customers, and to position the centre as a destination to new customers	-Net income -Customer feedback	1. Contract Management KPI	015, 016, 017, 018
<b>North Wales Bowls Centre</b>			
1. Maintenance of the current access to the indoor bowling function	-Opening times published on the web -Change request form	1.Contract Management KPI	011, 015,
2. Provision of a quality offer food and beverage offer to meet the needs of your existing customers, and to position the centre as a destination to new customers	-Net income -Customer feedback	1. Contract Management KPI	015, 016, 017, 018
3. Promotion of an effective, constructive and positive working relationship with the local Bowls Club who use this facility.	-Stakeholder feedback -Change request form	1. Customer complaints 2. Contract Management KPI	011, 015,
<b>Rhyl Town Hall</b>			
1. Maintenance of the existing opening hours of the building, and provision of the caretaking and cleaning function for the building when it is open.	-Opening times published on the web -Change request form	1. Operational Board	015,
2. Promotion of the hire of the facility on the first floor to local community groups and in collaboration with the Registrar, promotion of wedding packages	-Hours of take up from local community groups	1. Contract management KPI	011, 015
3. Maintenance of the existing positive relationship with the Registrars Service and Parking Services.	-Stakeholder feedback -Customer feedback	1. Property & Estates 2. Operational Board	015,

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<b>SC2</b>			
1. Operation of SC2 as a destination for visitors and locals alike	- Performance against business case for the facility - Customer feedback	1. Contract Management KPI	001, 015, 017
2. Provision of a quality food and beverage offer	- Customer feedback	2. Contract Management KPI	015, 017, 018
<b>Rhyl Pavilion Theatre</b>			
1. Requirement to source and deliver a programme of community arts, cultural and entertainment events, conferences and exhibitions, in conjunction with external partners.	-Programme of events retained for 2 years	1. Contract Management KPI	015
3. Provision of support to schools and community groups by enabling their continued use of the theatre, and provision of technical expertise service to schools as requested.	-Record of schools that use the venue -Record of schools who benefit from technical support	1. School feedback 2. Contract Management KPI	011
4. Provision of support and expertise to the Corporate project which aims to 'Improve infrastructure to make it easier to stage events'.	-VERTO updates	1. VERTO Project Manager. 2. Contract Management	n/a
<b>1891</b>			
1. Provision of a quality food and beverage offer, and position the facility to improve the uptake.	-Net income -Customer feedback	1. Contract Management KPI 2. Overall customer satisfaction	015, 017, 018

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<b>Ruthin Craft Centre</b>			
1. Requirement to engage with the Arts Council for Wales, undertake the completion of all funding applications, and the delivery of activities to meet the funding outputs/outcomes as required by the funder. Refer to Appendix 4 for grant information.	<ul style="list-style-type: none"> <li>-Grant funding returns and associated reports</li> <li>-Minutes of meetings</li> <li>-Record of Customer compliments and complaints</li> <li>-Completed Evaluation formats associated with the delivery of courses</li> <li>-record of artisans supported</li> </ul>	<ul style="list-style-type: none"> <li>1. Contract Management KPI</li> <li>2. Arts Council for Wales in terms of satisfactorily completion of the terms of the grant</li> </ul>	003, 004, 014, 015
<b>Café R</b>			
1. Promotion of a quality food and beverage offer, and promote the use of the facility to improve the uptake.	<ul style="list-style-type: none"> <li>-Net income</li> <li>-Customer feedback</li> </ul>	<ul style="list-style-type: none"> <li>1. Contract Management KPI</li> <li>2. Customer complaints</li> </ul>	015, 017, 018
<b>Llangollen Pavilion</b>			
1. Utilise the facility for income generation such as trade fairs, concerts, events, meeting venue etc	-Record of bookings retained for 2 years	<ul style="list-style-type: none"> <li>1. Contract Management KPI</li> <li>2. Customer complaints</li> </ul>	012, 015, 016, 017
2. Work with LIME and co-ordinate the handover / set- up of the venue for the International Event. Comply with the terms of the underlet. Engage with DCC who is the leaseholder relative to all communications with LIME and the discharge of the terms of the lease.	-Correspondence with LIME/DCC	<ul style="list-style-type: none"> <li>1. Property &amp; Estates</li> <li>2. Operational Board</li> </ul>	n/a

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<b>Strategic Leisure</b>			
<p>1. Requirement to deliver the 'Bike ability' initiative across the County. This requires you to engage with the relevant officer in DCC, who applies for and administers the grant for DCC, and to engage with schools to deliver the training to pupils across the County. The 'play van' will be made available to facilitate the transportation of bicycles from the storage location to schools for this provision during term time. There will be a requirement to reimburse Children's Services, (fuel and % of service cost from Fleet services). Appendix 5 includes the service level agreement between DCC and DLL in respect of the delivery of this initiative.</p>	<p>-Record of participating schools and the numbers of pupils successfully completing the course at each.                      -% of the available funding accessed                      -School/pupil evaluation                      -</p>	<p>1. School escalation process                      2. DCC Road Safety Team                      2. Contract Management KPI                      3. Audit</p>	<p>003, 004, 009</p>
<p>2. Delivery of the 'Active Young People Programme', at all DCC's secondary schools, providing a programme, which provides young people with extra curricula activity that supports them to engage in regular physical exercise. This will include engaging with Sports Wales who fund this initiative. Refer to Appendix 4 for grant information.</p>	<p>-Value £ of grant drawn down                      -Grant funding returns and associated reports                      -Programme of sessions offered and numbers of pupils that participate by school.                      - Record of number of young people, by school, who have participated in the programme.</p>	<p>1. School escalation process                      2. Contract Management KPI</p>	<p>003, 004, 006</p>
<p>3. Delivery of the Dragon Sport/Young Ambassador scheme as an extra curricula activity within primary schools across the County. This will include engaging with Sport Wales who fund this initiative. Refer to Appendix 4 for grant information.</p>	<p>-Value£ of grant drawn down.                      -Grant funding reports as required by the funder                      -Programme of sessions offered and numbers of pupils that participate by school.                      - Record of number of young people, by school, who have participated in the programme.</p>	<p>1. School escalation process                      2. Contract Management KPI</p>	<p>003, 004, 009</p>

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<p>4. Community Chest Grants. Provision of support to local sports clubs, with the application process to the Community Chest Fund. Establishment a local panel to access and award grants. Refer to Appendix 4 for grant information Demonstrate the added value that the grant delivers to both groups and the community</p>	<p>-Value £ Grant funding drawn down -Grant funding returns and reports</p>	<p>1. Contract Management KPI 2. Audit</p>	<p>003, 004</p>
<p>5. Disability Sport. Engagement with Disability Sport Wales who fund this programme to the value of circa £21k, and manage and deliver a programme. Refer to Appendix 4 for grant information.</p>	<p>-Compliance with the grant terms and conditions -Record of participation</p>	<p>1. Contract Management KPI 2. Audit</p>	<p>003, 004, 010</p>
<p>6. Community Arts. Requirement to use some of your DCC core funding and a contribution from Youth Services (£3k of cash and time match funding- this to be annually reviewed by the Youth Service pending grants available), to lever a minimum of £30k Arts Council for Wales funding for a programme of events that is comparable with that offered for 2018/19, (refer to Appendix 6 for the Denbighshire Arts Service Project Report), to be delivered countywide, in collaboration with key stakeholders. Refer to Appendix 4 for grant information.</p>	<p>- Grant documents and correspondence -Compliance with grant terms and conditions -Annual Project Report that demonstrates the activity undertaken, the participation and the impact.</p>	<p>1. Contract Management KPI 2. Audit</p>	<p>003, 004, 010, 014</p>
<b>Finance/Company requirements</b>			
<p>1. Requirement for the finance function to be responsible for ensuring the liquidity of Denbighshire Leisure Ltd, and based on the subsidy provided by DCC for the service provision stated within this specification, to undertake to operate the business efficiently and ensure that it remains a going concern.</p>	<p>-Monthly management accounts including cash flow forecasts -Company profit and loss account and balance sheet</p>	<p>1. Contract Management KPI 2. Strategic Governance Board</p>	<p>001, 002, 003, 005</p>

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<p>2. Requirement to undertake all of the statutory and operational financial processes required for a wholly Council owned not for profit Local Authority Trading Company limited by guarantee, and ensure that any Council deadlines requested of you, are met.</p>	<p>-Adherence with the relevant principles and good practice of the UK code of corporate governance and related guidance. -Compliance with company law and filing requirements. -Adherence with Public Contract Regulations. -Copy of Annual Governance Statement to include any litigation claims or regulatory reports.</p>	<p>1. Audit 2. Strategic Governance Board 3. Operational Board</p>	<p>n/a</p>
<p>3. Requirement to provide the company secretary function to Denbighshire Leisure Ltd, and ensure that the company operates in accordance with company law.</p>	<p>-Company processes withstand audit</p>	<p>1. Audit 2. Strategic Governance Board</p>	<p>n/a</p>
<b>Operations and Business Support/Central Management</b>			
<p>1. Requirement to develop and periodically update a Strategic Leisure Plan for DLL in consultation with DCC and other key stakeholders</p>	<p>-Documented process and consultation undertaken available for review</p>	<p>1. Strategic Governance Board 2. Operational Board</p>	<p>n/a</p>
<p>2. Provision of front of house systems for the company, which enables you to effectively monitor the progress against the company objectives, and associated KPI's.</p>	<p>-Dashboard system and routine reporting against DLL KPI's -Monthly reports re contractual KPI's</p>	<p>1. Strategic Governance Board 2. Operational Board</p>	<p>n/a</p>
<p>3. Requirement to apply your Leisure Industry expertise to the company in terms of the existing operation and potential opportunities. Requirement to support the Council, by continuing to provide expertise and resource to effectively manage the Leisure Development framework as detailed within Appendix 7.</p>	<p>-Income achieved -No of projects/contracts signed through the framework</p>	<p>1. Contract Management KPI 2. Strategic Governance Board</p>	<p>001</p>



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<p>4. Marketing and the corporate environment. Requirement to keep abreast of the leisure and hospitality industry trends, through your relationships in the industry and by undertaking relevant market research. Undertake effective promotion of the facilities and activities that you offer.</p>	<p>-CPD records -Analysis of profitability/headroom by site</p>	<p>1. Contract Management KPI</p>	<p>001, 002</p>
<p>5. Customer Service. Requirement to record all complaints on DLL's compliments and complaints system. The system used is required to maintain the same information as DCC's CRM system. As part of this process there is a requirement for DLL to provide the DCC Contract Manager with copies of all stage 2 complaints.</p>	<p>- record of all complaints maintained -record of Stage 2 complaints provided to DCC</p>	<p>1. Contract Management KPI 2. Contract Management dip sampling</p>	<p>015, 016,</p>
<p>6. Staff training &amp; development. Requirement to ensure that all of your staff are adequately trained to carry out their role/s; this is likely to include Lifeguard training, first aid training, defibrillator training and safeguarding as a minimum. All staff to have completed the Council's mandatory training modules.</p>	<p>-Training needs assessment of all staff members recorded iTrent updated in respect of each operative</p>	<p>1. Contract Management KPI 2. Audit 3. Strategic Governance Board report as required</p>	<p>019</p>
<p>7. Staff survey. Requirement to undertake a biennial staff survey, based on the DCC staff survey with modifications to suit the nature of the organisation.</p>	<p>-Results of staff survey available for inspection</p>	<p>1. Strategic Governance Board (report as required) 2. Operational Board</p>	<p>n/a</p>

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<p>8. Safeguarding. Requirement for this needs to be embedded in the culture of Denbighshire Leisure Ltd. You need to ensure that you continue with the current best practice to deliver services safely, this includes ensuring that:-</p> <ul style="list-style-type: none"> <li>- your staff are well trained in all aspects of safeguarding,</li> <li>-that you carry out safer recruitment exceptionally well</li> <li>-that you have a rigorous monitoring process in place , and</li> <li>-you nominate a safeguarding champion</li> <li>-you contribute to National Safeguarding Week promotion</li> <li>-undertake the broader safeguarding role in monitoring concerns as well as reporting protection cases.</li> </ul>	<ul style="list-style-type: none"> <li>-Safeguarding champion nominated</li> <li>-Monitoring process regularly maintained</li> <li>-Referee checks</li> <li>-DBS checks</li> <li>-Record of annual self- assessment in respect of safeguarding maintained</li> </ul>	<ol style="list-style-type: none"> <li>1. Strategic Governance Report as required</li> <li>2. Operational Board</li> <li>3. Audit</li> </ol>	n/a
<p>9. Requirement to seek, and as far as practicable secure other external sources of income for the Craft Centre, and other facilities/activities. This requirement covers the whole process from grant application through to the successful delivery of the grant, and associated returns.</p>	<ul style="list-style-type: none"> <li>-confirmation of other grant funding received</li> </ul>	<ol style="list-style-type: none"> <li>1. Contract Management KPI</li> </ol>	003, 004
<p>10. Requirement to actively seek tenants for the vacant work shop spaces/,retail/business units</p>	<ul style="list-style-type: none"> <li>-Number of people who have enquired after a workshop space/, retail/business unit</li> </ul>	<ol style="list-style-type: none"> <li>1. Contract Management KPI</li> </ol>	005
<p>11. Requirement to deliver the first aid training to DCC staff at cost as requested.</p>	<ul style="list-style-type: none"> <li>-Record of DCC staff trained</li> <li>-Course evaluation by participants</li> <li>-Accreditation record of trainer to deliver First Aid at Work courses.</li> <li>-External verification reports</li> </ul>	<ol style="list-style-type: none"> <li>1. DCC Service areas</li> <li>2. Contract Management KPI</li> </ol>	015

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<p>12. Health, Safety and Welfare. Manage Health, Safety and Welfare to maintain a safe and healthy environment for employees, customers and visitors of Denbighshire Leisure Ltd, so far as is reasonably practicable. Promote a culture of Health, Safety and Welfare in Denbighshire Leisure Ltd, where all employees are involved and aware of the part that they play in promoting a safe and healthy environment across all aspects of your operation.</p>	<p>-Record of H &amp; S training delivered -Team developed Risk Assessments -Safe working practices -Record of accidents and near misses retained at each site -Record of Feedback/ lessons learned sessions delivered -Nominated Health and Safety role -Copies of DLL’s compliance meeting minutes</p>	<p>1. Strategic Governance Board (report as required) 2. Contract Management KPI</p>	<p>020</p>
<p>13. Requirement to continue with your attendance at the various DCC forums which you currently support. (Refer to Appendix 8 for details).</p>	<p>-Minutes of meetings</p>	<p>1. Operational Leads to escalate concerns 2. Contract Management KPI 3. Strategic Governance Board (nominated representative and others as required).</p>	<p>015</p>
<p>14. Corporate Plan projects. Requirement to continue to support Corporate Plan projects as and when required; projects to be adequately funded to enable this support to be provided as required</p>	<p>-VERTO record</p>	<p>1. Operational Board 2. Strategic Governance Board (as required).</p>	<p>n/a</p>

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<p>15. Requirement to complete a change request form for any proposal that you may have for:-</p> <ul style="list-style-type: none"> <li>• a change of use of any of the physical spaces, from that for which they are currently used and contracted.</li> <li>• a significant change to any impact on communities and funders associated with your service delivery, such as change of opening hours.</li> </ul> <p>This to be shared initially at the monthly operational contract management meetings.</p>	<p>-Change request form -Minutes of operational contract meetings</p>	<p>1. Operational Board 2. Strategic Governance Board as required</p>	<p>n/a</p>
<p>16. Volunteering. There are currently some 1200 hours of volunteer time logged per annum. You are required to actively engage with volunteers and promote the use of them to support your activities.</p> <p>Provide as requested the number of participants and the associated number of hours of participation</p>	<p>-Retain a log of participants and hours</p>	<p>1. Operational Board</p>	<p>001, 015</p>
<p>17. Environmental. There are a number of key environmental initiatives that will be championed by the UK Government/Welsh Government/DCC in future years. As these are under development we reserve the right to introduce relevant KPI's as they are developed, subject to additional resources being made available where required.</p>	<p>tbc</p>	<p>tbc</p>	<p>tbc</p>
<p>18. Community Benefits. The Council is committed to providing opportunities for residents to gain work experience and upskill. As a DCC owned company, there is a requirement for DLL to engage with key stakeholders to support this initiative.</p>	<p>-Proof of engagement with groups/agencies who provide support to potential participants</p>	<p>1. Contract Management KPI</p>	<p>012</p>

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19. Requirement to collate the value £ of spend with local businesses, to understand the contribution that the Council/Council owned companies, make in this respect.	-Level of expenditure each year with DCC businesses	1. Audit 2. Contract Management KPI	013
20. Requirement for DLL to have an adequate range of policies, procedures and strategies. Refer to Appendix 9 for details.	-Audit check list of policies procedures and strategies, together with renewal dates	1. Operational Board (periodic review)	n/a
21. Requirement to continue to allow DCC's Countryside Services to use the XN credit card machines system free of charge as per the existing provision. Any additional requirement of the XN system, which requires support over and above the current level, would be subject to additional cost.		1. Countryside Services 2. Operational Board	n/a
22. Requirement to make facilities and resources available to support DCC in emergency situations, and to accommodate council contingencies as required from time to time.	-Details of loss of earnings, additional costs incurred as a result, for reimbursement by DCC	1. Operational Board	n/a