

LLCP OPTIONS APPRAISAL – SUMMARY OF CONSULTANTS KEY FINDINGS

Having undertaken soft market testing interviews and having considered its supporting research, Oaks reached the following conclusions:

1. LLCP represents a commercially and strategically appealing asset for a broad range of potential partners
2. TMBC have the skills and experience to operate the LLCP site effectively, however, this appraisal has demonstrated that external outsourcing is likely to deliver an enhanced customer offer and an improved financial performance
3. There are a number of potential partners with the right credentials, structures and experience to deliver an excellent LLCP management service
4. If this contractual opportunity is tendered, the complete site including grounds maintenance and park management should form the structure of the opportunity
5. The term of the contract should be in the region of 20-25 years to encourage capital investment and creative programming
6. Potential partners tendering for the opportunity should be required to identify a long-term capital investment programme which highlights investment in both fixed assets and customer experience enhancements
7. A tender process should require potential partners to meet pre-agreed key performance indicators and quality criteria
8. A tender process should require potential partners to eliminate the existing operational revenue subsidy within a period no longer than five years and allow for a profit share thereafter
9. A tender should be issued on a full repair and maintenance basis
10. TMBC should allow potential partners to identify and play a full and active part in the design and potential build of any new facilities, as this would improve contract accountability and stimulate partner investment
11. A tender process should require partners to develop a full site master plan through which they are asked to explain the orientation and development of all aspects of the Parks infrastructure
12. A tender process should incorporate TUPE legislation.