



London Borough of Hackney
Hackney Service Centre
1 Hillman Street
London
E8 1DY

Officer Key Decision

**HACKNEY PROCUREMENT BOARD (or LOW RISK)
BUSINESS CASE**

Medium Risk up to £2.5M and above (inc. VAT), HPB approval
or
Low Risk up to £600k - £2.5M and above (inc. VAT), Director approval

Title of Report	HCE S740 Tennis Facilities Management and Community Tennis Development Concession Contract Officer Key Decision
Date	1 June 2026
Risk Assessment Tool Rating (Low / Medium)	Low
Approval Route	Director
Contract Duration (including extensions e.g. 2 yrs + 1 yr + 1 yr)	5 yrs + 2 yrs (7 years)
Contract Value (<u>both</u> Inclusive of VAT and Exclusive of VAT, for the duration of the contract including extensions)	Current Contract (for reference - based on existing supplier performance): Total Turnover (Annually) £800,000 (Excl VAT) £960,000 (Inc VAT) New Contract - 7-year estimated turnover; £5,600,000 (Excl VAT) £6,720,000 (Inc VAT) The estimated contract value for the new concession contract is based on the current supplier's total income and is therefore anticipated to be in line with the figures above.
Ward(s) Affected Click here for list of wards	All Wards

Key Decision No.	HCE S740
Classification	Open
Cabinet Member Click here for Cabinet Members and their portfolios	Mayor Caroline Woodley
Group Director Click here for Group Director names and job titles	Rikardo Hyatt - Group Director Climate, Homes and Economy

1. **GROUP DIRECTOR'S INTRODUCTION**

- 1.1. This is not applicable as this is a Low-Risk Procurement.

2. **RECOMMENDATION(S)**

- 2.1 The Director of Environment and Climate Change is recommended to approve the commencement of an Open Procedure tender process in accordance with the Council's Contract Standing Orders and Procurement Act 2023 to procure a Tennis Facilities Management and Community Tennis Development Concession Contract for an initial period of 5 years, with an option to extend for a further 2 years. The subsequent Contract Award will be presented to the Corporate Procurement and Insourcing Committee (CPIC) for approval.

3. **RELATED DECISIONS**

- 3.1 This section does not apply to Low-Risk projects.

4. **COMMENTS OF THE GROUP DIRECTOR OF FINANCE AND CORPORATE RESOURCES**

- 4.1 This business case seeks approval to begin the procurement of a Tennis Facilities Management and Community Tennis Development Concession Contract.
- 4.2 The values presented in the contract value section are the estimated, annual turnover of the provider and not of the council. The intention is that the provider will collect income from residents for the provision of tennis facilities and will make a fixed annual payment to the council and provide a share of surpluses made from the contract.
- 4.3 This is a revenue activity with the income from the current provider being shown in the Leisure, Parks and Green Spaces service within the Housing, Climate and Economy directorate. The service has an income

budget of £110k in 2026/27 for the provision of tennis by the current provider of this service.

- 4.4 The fees charged to residents for the use of tennis facilities will continue to be included in the annual fees and charges setting exercise usually considered as part of the budget setting process. This process will include the consideration of any changes to those fees.
- 4.5 The service delivery model outlined in this report does not present significant whole life cost risks - some of the operational and maintenance risks are transferred to the provider in this concession model. The Council continues to be responsible for the major whole life costs associated with tennis courts such as court resurfacing and fence replacement. This risk is currently managed and planned for through the capital programme and medium term budget setting processes.
- 4.6 The Leisure, Parks and Green Spaces service will be responsible for monitoring the concession contract.
- 4.7 The service has been successful in the past in obtaining grant funding from the Lawn Tennis Association to enhance the provision of tennis and will continue to be proactive in the future for any funding opportunities.

5. COMMENTS OF THE DIRECTOR OF LEGAL, DEMOCRATIC AND ELECTORAL SERVICES

- 5.1 This section does not apply to Low-Risk projects.

6. COMMENTS OF THE PROCUREMENT CATEGORY LEAD

- 6.1 The proposed procurement is compliant with both the Council's Standing Orders and the Procurement Act 2023.
- 6.2 The procurement route offers competition and is ideally suited to this Concession Contract.
- 6.2 This is a Concession Contract.

7. OPTIONS APPRAISAL AND BUSINESS CASE (REASONS FOR DECISION)

- 7.1 Hackney Council provides a wide range of local services, placing a high priority on improving the quality of life for residents of the Borough. To contribute to this priority, the Council has primary responsibility for the provision of sports facilities in the area for use by and for the benefit of the community, including the provision of Clissold Park Tennis Pavilion and the following tennis courts:

Site	Courts	
	Standard	Mini
Joe White Gardens	1	0
Clissold Park	8	2
Hackney Downs	5	0
London Fields	2	0
Millfields	4	0
Spring Hill Recreation Ground	3	0
Springfield Park	5	0

- 7.1.2 The Council has decided to appoint a Tennis Partner that will manage and operate Clissold Park Tennis Pavilion; promote, develop and manage tennis provision within the above Parks' sites and be responsible for the delivery of a Tennis Development Plan for the Borough.
- 7.1.3 The purpose of the tender is to identify a suitably qualified and experienced Partner who can demonstrate their ability to work with the Council to drive tennis development forward, and who can demonstrate a flexible approach to deliver the best possible tennis facility and services within agreed criteria and outcomes.
- 7.1.4 The contracts Services Specification (Appendix 1) provides the basis for a Partnership approach to managing this relationship and sets out the basic specification for the Services. This is a key document, and the Partner is expected to use it to direct the development, improvement and operation of the Services.
- 7.1.5 The contract will be for an initial period of 5 years from Monday, 1st October 2026, with an option (subject to the successful delivery of the Services) to extend this period by a further 2 years until 2033.
- 7.1.6 The successful Tenderer will collect and retain all income from the provision of the Services and shall pay the Council a fixed Tennis Concession Fee per annum (Price), which will be increased by RPI annually. However, the Tennis Partner will be expected to submit proposals for pricing to the Council annually, and these will be subject to approval by the Council for implementation the following April.
- 7.1.7 The Partner's Pricing Policy must promote the principles of equality of access and sustainability while meeting the agreed participation targets and performance standards set out in Part 3 of the Services Specification (Performance Management). Usage and attendance by all sections of the wider and local community are being encouraged through the Partner's Pricing Policy to support delivery of the Council's strategic outcomes.

7.1.8 The contract will continue to operate as a concession arrangement, whereby the appointed provider retains income generated from the service and pays a concession fee to the Council. This model ensures that financial risk sits primarily with the operator while providing a stable income stream to the Council. This option represents the best overall value for money, balancing financial return to the Council with service quality, risk transfer and the ability to deliver strategic outcomes. The competitive tender process will ensure that the Council secures an operator capable of maximising participation and income while maintaining high service standards.

7.2 **Benefits Realisation and Lessons Learned**

- The current contract with Hackney Tennis has ensured robust delivery of tennis services managed with Board scrutiny, and consistent reporting to the Council and LTA. Performance is tracked via high-level metrics, including court utilisation, participation trends, and financial health, allowing for data-driven adjustments to programming.
- These measures confirm sustained growth and high public engagement. Annual bookings rose from 45,000 in 2021/22 to over 57,000 in 2024/25, with unique customer numbers exceeding 9,000 annually. 2025 data highlights exceptional utilisation across key sites, specifically Clissold Park, Hackney Downs, and London Fields, proving the contract is actively managed and delivering maximum community value.
- Overall user satisfaction has remained consistently high, directly reflected in the sustained growth of bookings and unique customer numbers. High utilisation across the borough demonstrates that the service is both well-regarded and essential to the community.

2021 Survey Highlights (565 Respondents):

- 85.1% Overall satisfaction with the service.
- 90.4% Rated the service as providing "Good Value for Money."
- 83.2% Satisfied with communications.
- Qualitative feedback consistently praised coaching quality and customer service, reinforcing the conclusion that the contract has delivered a high-quality, high-value experience for Hackney residents.
- These outcomes demonstrate that the current delivery model is effective in achieving high levels of participation, customer satisfaction and utilisation. The proposed re-procurement seeks to build on this success by securing continued growth, maintaining service quality, and ensuring the Council continues to achieve value for money through a competitive process.

7.3 **Strategic Context**

- 7.3.1 The Services Specification is aligned with the Council's strategic framework, specifically 'A Place for Everyone' ([Community Strategy 2018–28](#)). This strategy defines the long-term vision for Hackney, with the tennis service acting as a key driver in achieving the objective of fostering a borough with healthy, active, and independent residents.
- 7.3.2 The scheme supports [Hackney Health and Wellbeing Strategy 2022-2026](#) by encouraging active lifestyles, improving local amenities, and promoting community cohesion. The Strategy identifies three priority areas, namely improving mental health, increasing social connection and supporting greater financial security, which this project aims to support.
- 7.3.3 This project aligns with the [Hackney Strategic Plan](#), in particular the Green, Healthier Hackney Goals, which look to proactively encourage healthier ways to live, including walking and physical activity.
- 7.3.4 To achieve the visions above, the Tennis Partner is required to focus on the delivery of several strategic outcomes, which are outlined in section 3 'Partnership Outcomes' of the Services Specification, and to develop 'Service Outcomes' i.e. outcomes that the Partner is responsible for and should be directly achieved through the management of Clissold Park Pavilion and the delivery of the tennis courts and Tennis Development Plan.
- 7.3.5 The procurement of a Tennis Partner will directly contribute to these strategic objectives by increasing access to physical activity, supporting community wellbeing, and ensuring the continued sustainability of local sports facilities.

7.4 Preferred Option

- 7.4.1 The preferred option is to procure the management and operation of the tennis courts, Clissold Park Pavilion and tennis development services through an open tender process. This approach will ensure value for money by securing a high-quality service provider through competition, while balancing financial return, service quality and risk transfer. The concession model enables the Council to receive a guaranteed income stream while transferring operational, financial and demand risk to the appointed provider. Outsourcing the service also meets the business need, as the Leisure Parks & Green Spaces Service does not currently have the capacity or specialist expertise required to deliver the service in-house.

7.5 Alternative Options Considered and Rejected

- 7.5.1 **Status Quo:** Continue with the current operation undertaken by Hackney City Tennis Club. This option was rejected, as the Council

needs to ensure that it is achieving best value for money in line with its procurement obligations, and best value from the income generated by the tennis court bookings, hire of Clissold Park Pavilion and tennis development services, which can only be achieved by subjecting the tennis service to competition. Continuing with the incumbent without competition would limit the Council's ability to test the market, drive innovation and maximise financial return from the service.

7.6 Insourcing

A. **In-house:** Bring the management of the tennis courts, Clissold Park Pavilion and tennis development (the Service) in-house, i.e. to be carried out by staff within the Leisure Parks & Green Spaces Service. This option was rejected for the reasons outlined below:

- **Expertise:** Given the specialised nature of the Service, it is felt that an experienced operator is best placed to provide a high-quality service that also delivers an income for the Council. It is not felt that Hackney Council has the skills or expertise to run the operation itself.

Due to the size and complexity of the operation, the need to meet the expectations of a broad spectrum of tennis users at several different Park locations and the constant change in pressure peaks on resource requirements (mainly due to weather fluctuations), Hackney Council would be exposed to a number of risks if it decided to run the Service itself.

- **Training / Qualifications:** All tennis coaches would need to be competent/good tennis players and licensed/registered with the Lawn Tennis Association (LTA) and qualified in accordance with the LTA National Coach Development Programme to deliver the specific activities they are responsible for. They will need to be qualified in accordance with the LTA National Coach Development programme, i.e. coaches running sessions by themselves will be Level 2 with a minimum Level 3 to lead the coaching programme. Training costs are likely to be higher in the early years of the contract.
- **Staffing:** TUPE information regarding the posts involved in the current operation of this Service is available. If Hackney Council were to run the Service, it is assumed that industry-related salary levels for each post would be paid. As a minimum, this would be the London Living Wage. Due to the Council's standard working week of 36 hours, there would need to be a commitment to pay overtime for covering longer working days, e.g. evenings, weekends, bank holidays and busy, sunny days, all of which are peak periods for tennis usage.

Post numbers are calculated to provide cover during high-intensity periods of the week, usually weekends and sunny

weekdays. Work intensity can tail off during some periods of the day/week, leading to unproductive resources. The tennis operator will be expected to absorb their costs for unproductive time, as would the Council if the Service was brought in-house.

- **Repairs, Maintenance and Utilities:** The proposed Services Specification requires the tennis operator to be responsible for the maintenance of the fabric, services (including mechanical and electrical services), public health and utility systems, furniture and equipment, which comprises the tennis courts and Clissold Park Pavilion.

The total cost of utilities and maintenance will be included in the tennis operator's business plan for the Service. If the Service is not outsourced, the Council would have to fund these costs (additional funding would need to be found, as there is no funding available within the current LLGS budgets to cover these costs).

- **Risks:** The major risks associated with bringing the current service in-house are as follows:

Service Requirement	Risk / Service Impact
Expertise	Lack of expertise can translate into a more expensive Service and a limited tennis development programme.
Increased cost	The current contract delivers approximately £70,000 annual income to Hackney Council with little or no resource input. If the Council were to take on the management and operation of the tennis service, this would be an additional cost to the Council, and new resources would be required.
Staffing Resources	Additional resources would also be required to manage staff, advertise posts, arrange payroll, etc., if the tennis service were brought in-house. This would increase the labour cost associated with running the service in-house.
Increased liability	Any tennis operation would need to comply with the LTA's qualification requirements, the DBS service, health and safety regulations, etc.

	This would mean an increased liability for Hackney Council compared to the current situation, where this is carried by the operator of the tennis courts / Pavilion.
Consistent team	Hackney Council does not offer other similar tennis court management/development services. This may result in a continual recruitment issue as staff might look outside the organisation for promotion or new opportunities.
Staffing fluctuations	The current operator benefits from having operated the Service for many years and an established management/coaching base, which offers the ability to increase and decrease staffing levels at very short notice on any given site to accommodate peak visitor numbers.

Conclusion: On balance, bringing the service in-house would expose the Council to significantly higher financial, operational and delivery risks, including increased staffing costs, liability and service disruption. It would also require substantial time and resources to establish a new operational model, with no guarantee of achieving the same level of performance currently delivered by the market. This option does not represent value for money when compared to outsourcing to an experienced provider and is therefore not recommended.

- B. Tendering in Lots:** This option was rejected as the services are operationally interdependent and cannot be easily separated without reducing efficiency and service quality. Splitting the contract into smaller lots would also reduce commercial viability and market interest, potentially leading to poorer outcomes and reduced value for money. The current integrated model has demonstrated strong performance and participation levels and is therefore considered the most effective delivery approach.
- C. Closure of Service:** This option was rejected as it would result in the loss of a well-used and valued community service, a reduction in physical activity opportunities and a loss of income to the Council. It would also be inconsistent with the Council's strategic objectives to promote health, well-being, and

community engagement. The closure of the service would disproportionately impact groups who rely on affordable local provision.

- 7.7 Success Criteria, Key Drivers and Indicators:** The Services Specification includes a range of defined performance targets and key performance indicators (KPIs), which the appointed Partner will be required to meet through effective service delivery, innovation and resource management.

Performance measures will be formalised within the Tennis Development Plan and will enable the Council to monitor delivery against agreed service outcomes, including participation levels, customer satisfaction and operational performance.

Performance will be assessed through regular monitoring, including comparison against agreed targets, historical performance data and relevant external benchmarks. Targets for years 1–3 are predefined, with years 4–5 to be agreed upon following a review of performance.

- 7.8 Whole Life Costing and Budgets:** This contract will operate as a concession arrangement, whereby the appointed Partner will retain income generated from the service and pay the Council an annual Tennis Concession Fee.

As such, there are no direct whole-life costs to the Council associated with service delivery. Instead, the Council benefits from a guaranteed income stream while transferring operational, maintenance and demand risks to the provider.

The lease for Clissold Park Pavilion will be on a full repairing basis (subject to agreed exclusions), meaning that responsibility for maintenance and associated costs will largely sit with the operator. This is expected to reduce the Council's ongoing maintenance liabilities, although savings are not quantified at this stage.

- 7.9 Policy Context:** The proposed tennis concession supports the Council's strategic priorities set out in the Community Strategy 2018-2028, in particular the objective of creating 'a borough with healthy, active and independent residents'. The service will contribute to improving physical activity levels, promoting wellbeing and supporting inclusive access to leisure facilities. It also aligns with the Mayor's priority to ensure that Hackney remains a safe, healthy and active place for all residents.

- 7.10 Consultation/Stakeholders:** The current service provider (Hackney City Tennis Club) has been engaged in discussions regarding the

proposed re-procurement, including consideration of TUPE implications.

The Lawn Tennis Association (LTA), as the sport's national governing body, has also been consulted and has provided benchmarking data on comparable concessions as well as feedback on the proposed specification and contract documentation.

This engagement has helped ensure that the proposed delivery model is aligned with market practice and capable of attracting suitable providers.

7.11 Risk Assessment/Management:

Risk	Likelihood	Impact	Overall	Action to avoid or mitigate risk
	L - Low; M - Medium; H - High			
No interest from prospective tennis professionals.	L	L	L	Early market engagement with potential providers and the Lawn Tennis Association (LTA), clear communication of the opportunity, and publication via Find a Tender Service (FTS), and the London Tenders Portal to maximise market visibility and competition.
Tennis concession payment (Price) is lower than expected.	M	M	M	Robust evaluation of bidders' financial models, including stress testing of income assumptions, pricing strategy and cost base, to ensure that the proposed concession fee is deliverable and sustainable.
Surplus share arrangement is not triggered.	M	L	L	Review the Partner's annual accounts to ensure that costs have not been inflated to reduce any surplus. N.B. The Council is not relying upon a surplus payment to offset any costs

				associated with the Service.
Tennis development targets are not achieved.	L	H	M	Inclusion of clear, measurable KPIs within the contract, with regular performance monitoring, quarterly review meetings and defined escalation routes where performance falls below agreed targets.
Supplier financial model is not deliverable, leading to underperformance or contract failure	M	H	H	Detailed evaluation of bidders' financial submissions, including income assumptions, cost structures and sensitivity analysis, alongside ongoing financial monitoring during the contract.
Failure to deliver inclusive access and affordable pricing leads to a reputational impact	M	M	M	Council approval of pricing policy, equality monitoring, and contractual requirements for inclusive programming and targeted participation.

7.12 Market Testing (Lessons Learned/Benchmarking): Engagement with the Lawn Tennis Association (LTA) has provided benchmarking data on comparable tennis concession models across London and insight into current market conditions. This has confirmed that the proposed concession model, contract structure and service requirements are consistent with market practice and commercially viable. This benchmarking has informed the development of the specification and ensured that the procurement approach is aligned with industry standards and capable of delivering value for money.

7.13 Insurance

Insurance requirements will be set out in the tender documentation and verified before contract award. The successful provider will be required to maintain appropriate insurance cover throughout the contract period, including:

- Employer’s Liability Insurance - minimum limit of £10 million per occurrence.
- Public Liability Insurance (including Product Liability) - minimum limit of £10 million per occurrence and in the aggregate.
- Product Liability Insurance - minimum limit of £10 million per occurrence and in the aggregate.
- Professional Indemnity Insurance - minimum limit of £2 million per claim and in the aggregate (or higher if required by law). This requirement extends to all agents, professional consultants, and subcontractors engaged in the delivery of the contract.

7.14 **Preliminary Market Engagement, including Lessons Learnt and Benchmarking**

Preliminary market engagement has been undertaken through discussions with the Lawn Tennis Association (LTA) and the incumbent provider. This engagement has helped shape the specification, pricing approach and contract structure, and has ensured that there is sufficient market interest and capability to deliver the service.

Lessons learnt from previous procurement exercises, including limited market response, have been considered and will inform the approach to advertising and market engagement for this procurement.

7.15 **Savings**

This concession contract is expected to generate an annual concession fee to the Council, with current contract levels in the region of £70,000 per annum. The procurement will test the market to secure the best financial return while balancing affordability, participation, service quality and long-term sustainability.

In addition to the concession fee, the Council may receive a share of any operational surplus generated by the operator in accordance with the contract provisions.

The contract is also expected to deliver indirect financial benefits, including reduced operational responsibility for the Council and potential savings in maintenance costs associated with the Pavilion and tennis courts, although these are not quantifiable at this stage.

7.16 **Income Generation**

The appointed operator will be responsible for maximising income generated from the service, including court bookings, coaching programmes, community activity, events and associated commercial opportunities.

Bidders will be required to submit a detailed financial model and pricing strategy as part of the tender process, demonstrating how income will be generated in a sustainable manner while maintaining affordability and accessibility.

The Council will assess the robustness of these proposals as part of the evaluation process to ensure that income projections are realistic and deliverable.

8. SUSTAINABILITY ISSUES AND OPPORTUNITIES, NET ZERO AND SOCIAL VALUE BENEFITS

8.1 Procuring Green

The contract provides an opportunity to deliver environmental benefits through the sustainable operation of tennis facilities and services. This includes efficient use of energy and water at Clissold Park Tennis Pavilion, responsible waste management, reduction of single-use materials, and the use of low-emission or sustainable delivery practices where practicable.

The operator will be required to implement proportionate environmental management measures, including waste reduction, recycling and resource efficiency, and to demonstrate how environmental impacts will be minimised over the life of the contract in line with the Council's sustainability objectives.

8.2 Procuring for a Better Society

The contract will contribute to the local economy and community by supporting opportunities for local employment, skills development, volunteering and coaching pathways where proportionate.

The procurement will encourage participation from SMEs, VCSEs and specialist delivery partners where appropriate, and the successful provider will be expected to demonstrate how local residents and businesses will benefit from delivery of the service, including through local supply chain engagement and community-focused initiatives.

8.3 Procuring Fair Delivery

The procurement will promote fair delivery by requiring compliance with the Equality Act 2010, payment of at least the London Living Wage, and adherence to the Modern Slavery Act 2015.

The contract will also require appropriate workforce policies, including whistleblowing arrangements, fair working practices and prompt payment throughout the supply chain. The successful provider will be

expected to demonstrate how they will support a diverse and inclusive workforce and ensure ethical delivery of the service.

8.4 Social Value Benefits

The contract will deliver social value through increased access to sport, improved health and wellbeing, and targeted engagement with under-represented groups. The service will focus on increasing participation across all sections of the community, including children and young people, older people, disabled users and minority groups.

The operator will be required to deliver inclusive programming, affordable introductory opportunities, and targeted outreach activities, alongside wider benefits such as volunteering, coaching development, and community engagement. These outcomes will be monitored through contract management and performance reporting arrangements.

8.5 Equality Impact Assessment and Equality Issues

The procurement is expected to have a positive impact on equality by improving access to tennis and physical activity and by targeting underrepresented groups.

There is a potential risk of adverse impact if access arrangements are not inclusive, for example, in relation to pricing, digital access or accessibility. These risks will be mitigated through the specification, including pricing controls, inclusive programming, equality monitoring and targeted outreach to ensure broad and equitable access to the service.

9. PROPOSED PROCUREMENT ARRANGEMENTS

9.1 Procurement Route

The contract will be procured as a concession contract using an open tender process in accordance with the Procurement Act 2023 and the Council's Contract Standing Orders.

Based on the estimated contract value, the opportunity will be advertised via Find a Tender Service (FTS), Contracts Finder and the London Tenders Portal to ensure transparency and maximise market engagement.

This approach is considered appropriate given the value of the contract, the specialist nature of the market and the need to secure best value through open competition.

9.2 Future additional or repeat goods/services/works

No provision has been made for additional or repeat goods, services or works beyond the scope of this contract. Any future requirements will be subject to separate consideration and procurement in accordance with the Council's Contract Standing Orders and the Procurement Act 2023.

9.3 **Procurement Project Management, Resources and Key Milestones**

The procurement process, including preparation of tender documentation, evaluation and contract award, will be managed by officers within the Leisure, Parks and Green Spaces service, with support from the Procurement, Legal and Finance teams as required.

Appropriate governance arrangements will be in place throughout the procurement process, with the Contract Award Report to be presented to the Corporate Procurement and Insourcing Committee (CPIC) for approval.

<i>Key Milestones & Publication of Notices</i>	<i>Date</i>
Business Case Report to the Director	April 2026
Publish Tender Notice	May 2026
Tender returns	June 2026
(Final) Tender assessment	July 2026
Contract Award Report to CPIC	August / September 2026
Mobilisation Period	September 2026
Contract Commencement	October 2026

9.4 **Anticipated contract type**

The successful tenderer will enter into a concession services contract with the Council, which will be executed as a deed.

The contract will set out the full scope of services, performance requirements, pricing arrangements, concession fee provisions, and social value and sustainability commitments, as detailed within the tender documentation and Services Specification.

9.5 **Sub-division of the contract into lots**

The contract has not been divided into lots. This option was considered during the options appraisal but rejected on the basis that the services are operationally interdependent and are more effectively and efficiently delivered through a single concession arrangement.

However, the successful provider will be encouraged to engage local SMEs, VCSEs and specialist delivery partners through subcontracting and partnership opportunities where appropriate.

9.6 **Contract Management (and Mandatory Use of the Contract Management System)**

Client-side contract management will be undertaken by the Council's appointed Contract Manager within Leisure, Parks and Green Spaces, reporting to the Head of Leisure, Parks and Green Spaces as Project Sponsor.

The contract will be managed in accordance with the Council's contract management framework, including regular performance monitoring, quarterly and annual review meetings, and oversight of financial, operational, equalities, sustainability and social value performance.

The contract will be recorded and managed through the Council's contract management system to ensure appropriate governance, transparency and performance oversight.

9.7 **Key Performance Indicators**

The contract will include a suite of Key Performance Indicators (KPIs) covering service delivery, participation levels, customer satisfaction, financial performance, and delivery of the Tennis Development Plan.

In addition, KPIs will include measures relating to equalities, health and safety, sustainability and social value commitments, in line with the Council's Sustainable Procurement Strategy.

Performance will be monitored through regular reporting and review meetings, with mechanisms in place to address underperformance and drive continuous improvement over the life of the contract.

10. **CONFLICTS OF INTEREST ASSESSMENTS**

All officers involved in the procurement process will be required to declare any actual or potential conflicts of interest in accordance with the Council's policies and procedures.

Appropriate measures will be put in place to manage and mitigate any identified conflicts to ensure that the procurement process is conducted in a fair, transparent and compliant manner.

APPENDICES

None.

EXEMPT

N/A

CONFIDENTIAL

N/A

BACKGROUND PAPERS

None

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