Girls' Learning Trust

INVITATION TO TENDER

Commercial Lettings Management Services Partner

1. CONTEXT

The Girls' Learning Trust (GLT) invites tenders from experienced commercial lettings providers to manage and grow community use of the Trust's facilities outside normal school operating hours.

The Trust currently operates three large secondary schools located within the London Borough of Sutton:

- Carshalton High School for Girls
- Nonsuch High School for Girls
- Wallington High School for Girls

On 1 November, Weald of Kent Grammar School will join the Trust, creating a four-school Multi Academy Trust operating across both Greater London and Kent.

Following growth, the Trust serves approximately 6400 students and employs approximately 620 staff. Our schools occupy substantial sites with a wide range of facilities suitable for community, sporting, recreational, educational and commercial hire.

The Trust currently contracts with School Space to provide commercial lettings services. That agreement concludes in December 2026, and the Trust is undertaking a competitive tender process to ensure continued value for money, service quality, safeguarding compliance and maximisation of lettings income.

More information regarding the Trust can be found at: www.girlslearningtrust.org.

The successful provider will be expected to work collaboratively with school leaders, site teams and the central Trust team to maximise community use whilst protecting educational priorities.

School Facilities
Tenderers should assume that facilities available for hire may include:

- Sports halls
- Gymnasiums
- Grass pitches
- School halls
- Classrooms
- Drama and performance spaces
- Meeting rooms
- Outdoor hard courts

Detailed site information will be made available to shortlisted providers.

2. SERVICES REQUIRED

The Trust is seeking proposals from suitably experienced organisations to provide a fully managed commercial lettings service across all Trust schools.

1. Marketing and Business Development
The provider will:

- Market Trust facilities to local community groups, sports clubs, businesses and other users
- Develop strategies to increase occupancy and income

- Identify new commercial opportunities
- Maintain a strong local presence within each school's community
- Demonstrate continuous growth in bookings and utilisation

2. Bookings and Customer Management
The provider will:

- Operate an online booking system
- Manage all enquiries and customer communications
- Administer contracts and booking terms
- Manage cancellations and customer complaints
- Collect required documentation from hirers

3. Operational Delivery
The provider will be responsible for the effective operational delivery of all lettings activities and should demonstrate how their proposed model will support the Trust's requirements across all school sites.

4. Financial Management
The provider will:

- Collect income from hirers
- Manage invoicing and debt collection
- Provide transparent reconciliation of income
- Provide monthly financial reporting
- Clearly identify all revenue-sharing arrangements, retained income percentages, deductions and any charges that would impact the Trust's net return.

5. Safeguarding, Compliance and Risk Management
The provider must demonstrate robust arrangements relating to:

- Safeguarding and child protection
- DBS requirements
- Health and safety compliance
- Risk assessments
- Public liability insurance
- Incident reporting
- GDPR and data protection compliance

Tenderers must demonstrate their approach to security, emergency preparedness and visitor safety, including compliance with any statutory requirements and recognised best practice relating to the protection of staff, visitors and the wider public.

6. Management Information and Reporting
The provider will provide regular reporting including:

- Income generated
- Occupancy levels
- Number of bookings
- Customer retention rates
- Customer satisfaction measures

- Marketing activity undertaken
- Future growth opportunities

7. Mobilisation and Transition
The provider will be responsible for managing the mobilisation of services and, where applicable, the transition of existing hirers and booking arrangements from the incumbent provider, ensuring continuity of service and minimising disruption to customers and income generation.

8. Performance Management
The successful provider will be expected to agree and report against key performance indicators including:

- Income generation
- Facility utilisation
- Customer satisfaction
- Customer retention
- Response times to enquiries
- Incident management
- Safeguarding compliance

3. CONTRACT TERM

The Trust intends to appoint a provider for an initial period of three years, commencing on 1 January 2027.

The Trust reserves the right to extend the contract for up to a further two years, subject to satisfactory performance and agreement by both parties.

The appointed provider will be required to participate in a mobilisation and transition period during December 2026 to support a smooth handover of services.

4. CONTRACT MANAGEMENT ARRANGEMENTS

The procurement process will be led by the Chief Financial Officer.

Following appointment, contract management responsibilities will be shared between the Chief Financial Officer and Chief Infrastructure Officer.

Chief Financial Officer
Responsible for:

- Commercial oversight.
- Contract performance monitoring.
- Income generation targets.
- Financial reporting.
- Strategic contract review.
- Value for money.

Chief Infrastructure Officer
Responsible for:

- Operational oversight.
- Estates coordination.

- Site access arrangements.
- Safeguarding and compliance monitoring.
- Day-to-day operational liaison.

Formal contract review meetings will be held regularly throughout the contract term to monitor performance, compliance, customer satisfaction and income generation.

5. EVALUATION CRITERIA

All tenders will be evaluated against the following criteria:

Criteria	**Weighting**	
Quality and Delivery of Services	25%	
Commercial Performance and Income Generation	30%	
Track Record and Relevant Experience	15%	
Fee Proposal and Value for Money	30%	

In addition to the scored criteria below, tenderers must also satisfy the Trust's mandatory governance, compliance and financial standing requirements.

Quality and Delivery of Services (25%)
The Trust will assess:

- Service delivery model.
- Operational arrangements.
- Safeguarding and compliance arrangements.
- Mobilisation and transition proposals.
- Reporting arrangements.
- Ability to support a geographically dispersed four-school Trust.

Commercial Performance and Income Generation (30%)
The Trust will assess:

- Approach to income growth.
- Utilisation improvement strategies.
- Marketing and customer acquisition.
- Evidence of income growth delivered elsewhere.
- Customer satisfaction and retention.
- Innovation and identification of new opportunities.

Track Record and Relevant Experience (15%)
The Trust will assess:

- Experience working with schools and academy trusts.
- Experience operating across multiple sites.
- Relevant case studies and references.
- Understanding of the education sector.

Fee Proposal and Value for Money (30%)
The Trust will assess:

- Revenue share arrangements.
- Overall financial return to the Trust.
- Transparency of pricing.
- Value for money.
- Financial assumptions and risks.

Additional Governance and Compliance Information
(Non-scored, mandatory pass/fail requirements)
Failure to provide satisfactory evidence against these requirements may result in exclusion from the procurement process regardless of performance in the scored evaluation criteria.

6. APPLICATION INFORMATION

Please submit your tender as a **single consolidated PDF document** clearly structured in the order set out below.

1. Executive Summary
Provide:

- Overview of your organisation
- Summary of your proposal
- Key differentiators
- Reasons why your organisation is best placed to serve the Trust

2. Service Delivery Proposal
Please provide detailed responses covering:

- Marketing and business development.
- Bookings and customer management.
- Operational delivery.
- Financial management.
- Safeguarding, compliance and risk management.
- Reporting and performance management.
- Mobilisation and transition.
- Proposed operating model.
- Bookings process.
- Customer management arrangements.
- Staffing structure.
- Site opening and closing arrangements.
- Safeguarding procedures.
- Mobilisation plan.

The Trust will operate across sites in both Sutton and Kent from 1 November. Tenderers should explain:

- How they will mobilise services across the expanded Trust
- Their understanding of the different lettings markets in Sutton and Kent

- Any opportunities they have identified that arise from managing a multi-regional portfolio
- How economies of scale would be delivered to the Trust

3. Commercial Performance and Relevant Experience
Please provide:

- Examples of income growth achieved.
- Utilisation data.
- Marketing approach.
- Customer satisfaction measures.
    - Examples of customer feedback.
    - Customer satisfaction results.
    - Customer retention performance.
- Retention rates.
- Case studies.
- References.

Please include examples demonstrating measurable income growth achieved for comparable clients.

For each of the three reference clients, please indicate whether the client would be willing to participate in a short telephone reference discussion with the Trust. The Trust reserves the right to seek feedback from reference clients regarding service quality, responsiveness, customer satisfaction and contract management.

4. Commercial Offer and Income Sharing Proposal
Please provide:

- Your proposed income sharing arrangement.
- The proportion of gross income retained by the provider and paid to the Trust.
- Any minimum income guarantees offered.
- Full details of how income, costs and profit share are calculated.
- Any mobilisation, technology or start-up costs.
- Any circumstances in which additional charges may apply.
- Illustrative financial projections for a school or trust of comparable size.

Tenderers should clearly identify all assumptions, exclusions and financial risks associated with their proposed model.

Where relevant, please provide worked examples demonstrating how income would be distributed between the Trust and the provider under different utilisation and income scenarios.

7. APPLICATION DEADLINE

Submissions must be received by 9:00am on Friday 23 October 2026.

Please send your submissions to lfunnell@girlslearningtrust.org.

8. SHORTLISTING

Submissions will be reviewed during the week commencing 26 October 2026.

9. INTERVIEWS

Shortlisted providers will be invited to attend interviews on Wednesday 4 November 2026.

10. APPOINTMENT PROCESS

The evaluation panel will comprise the Chief Financial Officer, Chief Infrastructure Officer and Head of Estates.

A recommendation will be presented to the Finance & Resources Committee meeting on Tuesday 1 December 2026.

The preferred bidder will be notified on Wednesday 2 December 2026.

11. MOBILISATION

The successful provider will work with the Trust throughout December 2026 to support onboarding and transition arrangements in advance of service commencement on 1 January 2027.

12. FURTHER CONTACT DETAILS

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