

## APPENDIX 2: OPTION 1 & 2 OUTLINE DRAFT PROCUREMENT STRATEGY

- 1.1 A range of specialist contracts would be procured with the intention that all contractor staff would, where appropriate, be paid the London Living Wage as minimum. The timetable for each contract would vary in relation to the optimal length of procurement process and mobilisation periods, and these are noted against each service area below. Contract award reports would be submitted to Cabinet meetings at the appropriate points during 2022, unless delegated authority exists under the Council's Constitution or is recommended and agreed in the August 21 Cabinet report.

### **Waste collections, recyclates reprocessing, street cleansing, winter maintenance and grounds maintenance**

- 1.2 The procurement process for these services would involve either an extension of the existing Public Realm contract or retendering. Both options provide the opportunity to test how we might optimise contract incentives, defaults and internal client side contract management and monitoring in order to achieve greater financial value and improved service performance.
- 1.3 Of these services, the Council is interested in reconsidering the insourcing of the grounds maintenance service before 2030 should the financial climate make this more affordable. Insourcing grounds maintenance would enable the better integration and more flexible management and improvement of green space, nature and biodiversity across parks, housing and highways land.
- 1.4 In addition, the following functions which are high profile and may be performed more effectively by direct local authority provision, could either be insourced as a variation during a contract extension or included as optional services in any retendering, with the Council reserving the option to insource these to be based at the Depot at some point from 1 April 2023:
- graffiti and fly-poster removal service
  - public convenience service
  - pavement washing service
  - furniture and sign cleansing service
  - emergency call out for cleansing
  - a range of other health and safety and public nuisance matters affecting the public realm that are not currently included in the scope of current contracts or team responsibility.
- 1.5 Key dates if reprocured: procurement from Sep 2021 – Jul 2022 (ten months); mobilisation from Aug 2022 – Mar 2023 (eight months).
- 1.6 **Recyclates reprocessing** would be retained within an extension of the current Public Realm contract or reprocured as a separate contract to provide the Council with the opportunity to change providers on a more frequent basis (for instance two yearly, to allow adjustment for market changes) rather than including this with the waste collections contract as currently. Key dates if reprocured: procurement from Sep 2021 – Jul 2022 (ten months); mobilisation from Aug 2022 – Mar 2023 (eight months).

- 1.7 If the final delivery model decision is to outsource **grounds maintenance** via retendering, this service could be procured as a standalone contract targeting specialist companies. Outsourced delivery in London is dominated by specialist green services companies, with these companies serving 14 of the 17 boroughs that have outsourced provision. Boroughs' Good Parks for London scores are on average higher for boroughs served by specialist contractors than for boroughs that have 'super contracts'.
- 1.8 The procurement for grounds maintenance would be flexible to enable the Council to negotiate with bidders over both provisional options, for instance community engagement and volunteer programmes; business development plan for events management and income generation; enhanced horticultural standards and biodiversity; and enhanced participation in sports and physical exercise. Key dates: procurement from Feb 2022 – Sep 2022 (8 months); mobilisation from Oct 2022 – Mar 2023 (6 months).

### **Other procurements**

- 1.9 **Highways services** (planned schemes and planned maintenance, specialist services and reactive maintenance) would be procured via a Brent-led 7 year framework contract, to give the Council better flexibility and control over the terms and conditions and specification of the works than currently provided under LoHAC. Key dates: procurement from Feb 2022 – Sep 2022 (8 months); mobilisation from Oct 2022 – Mar 2023 (6 months). For **Option 1**, only 80% of reactive works would be included, as 20% of reactive works will be delivered by the in house service based at the Depot. For **Option 2**, only provision for ad hoc reactive maintenance services would be included, to be drawn down from this framework at times when the in house service is operating at capacity
- 1.10 **Parking services** would be procured using either a two stage restricted procedure or the CPN procedure should there be advantage in including optional items and other key negotiation points. Key dates: procurement from Dec 2021 – Jun 2022 (7 months); mobilisation from Aug 2022 – 20Mar 23 (8 months).
- 1.11 The **Arboricultural Services** contract with Gristwood & Toms would be extended until 31 March 2025. Extension variation decision required in Aug 2021.
- 1.12 For **Street lighting**, we would assess by Aug 2021 whether to extend or reprocure the current contract based on the performance of the contractor.
- 1.13 For **CCTV maintenance**, we would also assess by Aug 2021 whether to extend or reprocure the current contract based on the performance of the contractor.