

## APPENDIX 2: RLS 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.
- 1.2 **Integrated street cleansing, waste collections and winter maintenance:** The high level arrangements for this contract are set out in section 6 of the main report. Key dates are procurement from Sep 2021 – Sep 2022 (12 months); mobilisation from Oct 2022 – Mar 2023 (six months).
- 1.3 **Recyclates reprocessing** would be procured 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: procurement from Sep 2021 – Jul 2022 (ten months); mobilisation from Aug 2022 – Mar 2023 (eight months).
- 1.4 **Grounds maintenance** in parks, housing and highways would 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'.
- 1.5 The procurement strategy for grounds maintenance would likely use the Competitive Procedure with Negotiation (CPN). This would enable the Council to negotiate with bidders over both provisional efficiency and improvement options: 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 Jan 2022 – Sep 2022 (9 months); mobilisation from Oct 2022 – Mar 2023 (6 months).
- 1.6 **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). Under the proposed Final RLS Delivery Model, either 80% of reactive works would be included, if 20% of reactive works continue to be delivered by the in house service based at the Depot, or if the in house team can be expanded to deliver the full highways reactive maintenance service, 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.

- 1.7 **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 – Mar 2023 (8 months).
- 1.8 The **Arboricultural Services** contract with Gristwood & Toms would remain outsourced and extended until 31 March 2025. The extension variation decision would be required in October 2021.
- 1.9 The **Street lighting** contract with FM Conway would remain outsourced and extended until 31 March 2025. The extension variation decision would be required in October 2021.
- 1.10 The **CCTV maintenance** contract would remain outsourced and we would assess by September 2021 whether to extend or reprocure the current contract based on the performance of the contractor.