



Report for: Cabinet

Date of Meeting:	29 June 2023
Subject:	Fencing Installation, Maintenance, Security and Groundworks
Key Decision:	Yes - the value of the procurement exercise is £2.5m and covers all borough wards
Responsible Officer:	Dipti Patel - Corporate Director of Place Cathy Knubley - Director of Environment
Portfolio Holder:	Councillor Anjana Patel - Portfolio Holder Environment & Community Safety Councillor David Ashton - Portfolio Holder for Finance and Human Resources
Exempt:	No, except for Appendix 1 which is exempt pursuant to paragraph 3 of Schedule 12A to the Local Government Act 1972 on the grounds that it contains information relating to the financial and business affairs of the council and 3 rd party suppliers
Decision subject to Call-in:	Yes
Wards affected:	All wards
Enclosures:	Appendix 1: Draft Tender Pack (EXEMPT)

Section 1 – Summary and Recommendations

Harrow require a contractor to undertake fencing installations & maintenance, parks & car parks infrastructure works, planned and reactive security works, and groundworks for our Environmental and Highways service areas within the Place Directorate.

Recommendations:

Cabinet is requested to:

1. Approve the commencement of a procurement process for the provision of Fencing Installation, Maintenance, Security and Groundworks. The term of any future contract award following a competitive and compliant procurement exercise will be for an initial term of 3 years with up to 3 extension options of 2 years and a final extension option of 1 year.
2. Approve the tender documents.
3. Delegate authority to the Corporate Director for Place, following consultation with the Director of Finance, Portfolio Holders for Environment and Community Safety, and Finance and Human Resources to make any changes required to the tender documents following approval.
4. Delegate authority to the Corporate Director of Place, following consultation with the Director of Finance and the Portfolio Holders for Environment and Community Safety and Finance and Human Resources to award the contract following a compliant procurement process.

Reason: (for recommendations)

The recommendations in this report are made based on a robust specification and in line with the current resources available to the Council. Implementation of the new contract will deliver:

- Cost-effective projects delivery and completion of works for Fencing Installations, Maintenance, Security and Groundworks
- A contract that is compliant with the Councils Contract Procedure Rules and the Public Contract Regulations 2015
- Ability to allocate projects works quickly and efficiently
- A performance managed contract with guaranteed minimum levels of service and warranty including emergency call outs.

Section 2 – Report

Introductory paragraph

Harrow has 22 wards and approx. 261,000 residents according to 2021 census information. We are responsible for maintaining around 160-200 parks buildings (including outbuildings), 57 parks and open spaces, around 20 nature reserves around 10 cemeteries, 34 allotment sites, 15 car parks and 1615 roads covering 457 km of highways within the Borough boundaries.

Harrow requires contractors to undertake fencing installations & maintenance, parks buildings works, parks & car parks infrastructure works, planned and reactive security and groundworks to support our Environmental and Highways service areas.

The types of work to be undertaken are varied and include:

All types of new fencing installation, fencing restoration, reactive security welding repairs & maintenance, bespoke welding fabrication, telescopic bollard installations, removal of playground equipment, sign & signpost installation, security door installation and maintenance, masonry and many types of groundwork. Works are undertaken predominantly at Council owned Parks and Open Spaces, Corporate Buildings, Car Parks and boundaries adjacent to Highways.

Work volume is variable with seasonal peaks and troughs in demand or triggered by specific projects and initiatives the Council are working on. The appointed contractor/s would have the ability to react quickly in certain circumstances to secure sites that have been targeted by vandals or thieves.

Individual projects with a maximum value of up to £49,999 will be commissioned under this arrangement.

Options considered

Three options were considered to operate the Fencing Installation, Maintenance, Security and Groundworks Contractor requirement.

Option 1: Implement a multi-contractor framework according to the individual specialisms needed to meet the requirement.

Option 2: Single provider contract to deliver all works requirements.

Option 3: To continue with ad hoc procurement arrangements seeking quotations on a project-by-project basis.

The preferred option is to appoint a single provider to deliver all works requirements. This will optimise the Council resource needed to administer and manage the contract. It will provide a single point of contractual accountability for all requirements and will deliver economies of scale through the additional works volume.

Current situation

The Parks and Highways Teams currently procure the works by seeking quotations on a project-by-project basis.

The council does not benefit from guaranteed service levels and costs are higher than would be available through a long-term contract.

The aggregate level of spend is high and quality of work can be variable with long lead in times, therefore there is a missed opportunity to create efficiencies through the appointment of a multi skilled and versatile contractor.

Why a change is needed

Harrow Council needs to work in the most effective and efficient way possible and with the disconnected nature of the current model it would be better to streamline this service with a single contractor who can cater to all of the services needs.

Procurement of a single provider contract will ensure that works can be delivered quickly and efficiently with guaranteed minimum service levels and warranty.

Implications of the Recommendation

Considerations

In the proposed new procurement for Fencing Installation, Maintenance, Security and Groundworks Contractor, to be successful, bidders will need to demonstrate that they have the capability and capacity to undertake projects including, but not limited to:

- Path/access works
- Drainage works
- Pond/scrape creation
- Fencing
- Repairs to gates
- Signpost and sign installation
- Car park height and swing barriers
- Alligator teeth and flow plate traffic control
- Galvanising
- Construction brick and block work
- Concreting
- Provision of security locks and measures
- Path/access works – Breedon gravel / Coxwell gravel self-binding gravel paths, tarmac or concrete paving slab paths, cobble stone paths – loose or installed on a foundation. Steps, in various materials.
- Drainage works
- Pond/scrape creation – machine works, ground shaping, excavation
- Fencing – various types of fencing, gates – as well as fabrication of metal gates, fencing, one off making and welding. Very skilled in this area. Restoration of metal fencing (even historic fencing) and fabrication of bespoke missing parts.

- Construction of bridges, decking, pergolas.
- Repairs to gates – as above
- Signpost installation
- Supply and installation of bollards, posts, interpretation panels (installation only).
- Supply and installation of flagpoles
- Supply and installation of street furniture – eg seats, little bins, cycle racks, and any other street furniture
- Installation of boulders. (might be supply too)
- One-off problem-solving projects
- Planting – supply and planting of shrubs, trees and herbaceous plants
- Supply and spread of topsoil in preparation for planting, seeding, grass or wildflower seeding
- Vegetation removal / clearance / machine work / ground scrape
- Moving and locating/ installing heavy items, often carrying by machine over long distances and rough / uneven ground

Resources, costs

As this is a long-term contract it is not possible to predict the exact value of work to be carried out.

Works will be commissioned up to a non-guaranteed value of £250,000 per year subject to available budgets and the number of projects required.

Staffing/workforce

The contract will be managed within existing staffing resource and management structure. No additional staff are required as this is an outsourced requirement.

Risk Management Implications

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below. **No**

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
Works are currently allocated on an ad hoc basis and not guaranteed under a term contract arrangement	<ul style="list-style-type: none"> ▪ The successful bidder will be required to warrant and guarantee the workmanship and 	RED

Risk Description	Mitigations	RAG Status
	materials provided under this contract.	
Unsuccessful in procuring a suitable supplier	<ul style="list-style-type: none"> ▪ There are multiple companies in the market able to fulfil the requirement we are seeking to procure. We expect to have a healthy interest in this opportunity. 	GREEN
Work does not currently offer best in market value	<ul style="list-style-type: none"> ▪ Procurement of a term contract will generate market competition enabling bidders to offer preferential rates based on a long-term agreement. 	AMBER
The contractor is overstretched and works are not delivered on time and to quality expectations set out in the tender specification	<ul style="list-style-type: none"> ▪ The Procurement Team will carefully evaluate and scrutinize each tenderer's ability to meet the level of work required before awarding the contract ▪ The contract will be performance managed by the Environment and Highways Teams in accordance with the Place Directorate contract management regime which includes the requirement to deliver works to prescribed service / quality standards and contractual KPI's. 	AMBER
Works volumes do not meet the anticipated levels set out in the published tender and there is insufficient budget allocations	<ul style="list-style-type: none"> ▪ The Council will not guarantee any volume of work under the contract and all work will be subject to budget allocation and approval. 	GREEN
Contract value is insufficient to cover all of the required works over the contract term.	<ul style="list-style-type: none"> ▪ The contract value has been determined using historical spend as a guide and is not expected to exceed £250,000 per year. Work with risk and 	GREEN

Risk Description	Mitigations	RAG Status
	audit to add in the RAG ratings. Identify and mitigate any further risks as applicable.	

Legal Implications

HBPL has determined that the JCT Measured Term 2016 Contract would be an appropriate form of contract for the type of works being procured with bespoke drafting for design obligations as the service requires the successful contractor to have design obligations.

The bespoke contract will form part of the tender documentation to be published.

Procurement Implications

Any aspect of procurement that may arise out of the recommendations of this report will be undertaken in accordance with Public Procurement Regulations 2015 and the Contract Procedure Rules and with the support and advice of the procurement team

The recommendation(s) set out at the front of this report seeks approval to undertake procurement to identify a suitably qualified contractor to be appointed to the contract requirement as detailed in this report.

The procurement team will lead on the procurement process ensuring the appropriate procurement route is selected and all procurement undertaken is consistent with the Public Contracts Regulations 2015 and the Councils Contract Procedure Rules.

The draft tender pack for the procurement is also attached as an appendix to this report for noting and has been discussed with relevant portfolio holders.

The key high level evaluation weightings in the tender are:

Quality evaluation 30%
Social Value 10%
Price evaluation 60%

Financial Implications

The proposed contract covers a wide range of minor works on Council's assets including parks & open spaces, car parks, corporate buildings and highways & drainage. The actual spend with the interim contractor in 2022/23 was approximately

£170k in total. The majority of the costs was incurred by Clean & Green team and Drainage team, with some minor spend by other services in Place Directorate.

In terms of revenue budgets, there is an allocation of £100k per annum for grounds maintenance in Clean & Green. In the 3-year Capital Programme, Parks Infrastructure and Flood Defence & Highway Drainage projects have an annual budget of £350k and £500k respectively. The works in this proposed contract will primarily fall within these areas and the costs will be met from these budgets.

The level of spend is subject to demand and therefore can be variable. An annual contract value of £250k is proposed to provide a sufficient allowance per year. There is no guaranteed minimum spend and all works are commissioned subject to budget availability.

Equalities implications / Public Sector Equality Duty

The Procuring a Fencing Installation, Maintenance, Security and Groundworks Contractor procurement has no foreseeable equality impact as it will benefit all residents, businesses and communities.

Council Priorities

A Council that Puts residents first

It is important that residents feel that the Council offers good value for money, especially with the current challenges around cost of living. In Putting Residents First, ensuring that every pound the Council spends adds value is vital, so that inefficiencies can be reduced and the experience of residents is enhanced, be that through better use of digital technology or changes to service delivery methodologies.

The new contract will streamline works processes for parks, and highways. It will provide faster response times to assess and complete work. Deliverables include keeping parks and highways safe and ensuring work is completed to a high standard, reducing complaints from residents and being more proactive in the community.

Section 3 - Statutory Officer Clearance

Statutory Officer: Dawn Calvert

Signed by the Chief Financial Officer

Date: 02 June 2023

Statutory Officer: Mariam Khan

Signed on behalf of the Monitoring Officer

Date: 2 June 2023

Chief Officer: Dipti Patel
Signed off by the Corporate Director
Date: 02 June 2023

Head of Procurement: Nimesh Mehta
Signed by the Head of Procurement
Date: 02 June 2023

Head of Internal Audit: Neale Burns
Signed by the Head of Internal Audit
Date: 02 June 2023

Has the Portfolio Holder(s) been consulted? Yes

Mandatory Checks

Ward Councillors notified: NO, as it impacts on all Wards

Section 4 - Contact Details and Background Papers

Contact: Frank Higgins, Service Manager – Environmental Operations,
07928 654007, frank.higgins@harrow.gov.uk

Background Papers: Specification Paper

Call-in waived by the Chair of Overview and Scrutiny Committee

NO