London Borough of Hammersmith & Fulham

Report to: Deputy Leader (Cabinet Member Decision)

Date: 20/02/2020

Subject: PROCUREMENT OF CCTV MAINTENANCE & INSTALLATION LONG TERM CONTRACT IN HAMMERSMITH & FULHAM AND KENSINGTON & CHELSEA

Report of: Matthew Hooper Chief Officer – Safer Neighbourhoods Gary Smith – CCTV Advisor

Summary

This report sets out the procurement strategy for the re-procurement of the Council's CCTV maintenance and future installations contract for the public realm, emergency planning and parking enforcement. A four-year contract is proposed, using a minicompetition through the Crown Commercial Service (CCS) Framework "Network Services 2 RM3808 Lot 12 Security and Surveillance Services".

A short-term CCTV maintenance and installations contract of six months was let on 24 December 2019 to Boston Networks Ltd. This contract started on 01 January 2020 and will end on 30 June 2020 with no ability to extend further. This long-term contract will need to be procured and it must be fully operational from 01 July 2020.

Recommendations

The Lead Cabinet Member:

1. Approves the procurement strategy for the CCTV maintenance and installations contract for the public realm, emergency planning and parking enforcement, for a contract period of four years (from 1 July 2020) using a mini-competition through the Crown Commercial Service (CCS) framework "Network Services 2 RM3808 Lot 12 Security and Surveillance Services".

Wards Affected: ("All")

H&F Priorities

Our Priorities	Summary of how this report aligns to the H&F Priorities
 Taking Pride in Hammersmith & Fulham 	Investing in CCTV to help tackle crime and make our residents safer.
 Building shared prosperity 	Providing a fully maintained CCTV service covering town centres and

neighbourhoods provides confidence
and security benefits for residents and
businesses in the borough.

Financial Impact

The recommended procurement strategy (mini-competition call off from a framework) is expected to secure the best value for money for this contract, with an evaluation criterion of 50 price: 50 quality.

The fixed service maintenance element of the contract will need to be managed within the existing revenue budget available – this is currently funded from the Housing Revenue Account and s.106. Although the s.106 funding is included in the CCTV base budget from 2019/20, the funding is subject to agreement by the s.106 member board and any other necessary funding decisions under the council's financial regulations.

The ad hoc installations and upgrade elements of the contract are capital spend, that are currently fully funded from s.106 (for public realm CCTV) and the Housing Revenue Account (for estates CCTV). The new contract will specify a maximum value for ad hoc installations and upgrades, that will vary according to the council's programme of work and available s.106/HRA funding.

An updated financial impact will be provided in the contract award decision report based on the returned tender prices.

Legal Implications

Under the Public Contracts Regulations 2015 ("PCR 2015"), the contract proposed in this report (the "Contract") is a services contract. The current threshold for services contracts under the PCR 2015 is £189,330 (the "Threshold"). As the Contract is above the Threshold it must be procured in accordance with the PCR 2015. This means either a new procurement competition or the use of a framework. This is also the requirement under CSO 19 of the council's contract standing orders.

The procurement strategy sets out a number of different frameworks that the council is permitted to use to award the Contract together with an analysis of the suitability of each of the frameworks. The preferred framework is a Crown Commercial Service (CCS) framework which the CCS confirm was procured in accordance with the EU public procurement rules and all local authorities fall within the class of permitted users. The council is therefore entitled to access the framework. In order to ensure value for money is secured Officers are proposing to conduct a mini-competition among the framework suppliers. The framework has internal rules about how to conduct a procurement using the framework and officers will have to follow these rules.

The decision-maker needs to be satisfied that the recommended decisions are in the best interests of the Council. However, implementation of these decisions will then be in accordance with the EU procurement rules concerning use of frameworks.

Implications verified/completed by: Sally Stock, partner with Sharpe Pritchard LLP, on secondment to the Council. sstock@sharpepritchard.co.uk

Contact Officers:

Name: Position:	Matthew Hooper Chief Officer - Safer Neighbourhoods & Regulatory Services
Telephone:	020 8753 5809
Email:	matthew.hooper@lbhf.gov.uk
Name:	Kellie Gooch
Position:	Head of finance – the environment
Telephone:	020 8753 2203
Email:	<u>kellie.gooch@lbhf.gov.uk</u>
Verified by:	Emily Hill, Assistant Director, Finance

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Proposals and Analysis of Options

- 1. The previous five-year contract for CCTV maintenance and installations was awarded to Chroma Vision in 2014 and this expired on 31 December 2019. A short-term contract was awarded on 24 December 2019 to Boston Networks, this contract is operational for six months and a replacement will need to be in place from 01 July 2020. A new long-term contract for CCTV maintenance and installations therefore needs to be prepared and to go to market in accordance with the Council's governance structure.
- 2. The CCTV maintenance and installations contract is made up of three elements, the first being the service maintenance element (revenue), the second being the adhoc installations element (funded by capital/S106), and the third being the phased upgrade element (funded by capital/S106). The service maintenance element is expected to cost in the region of £100,000 per annum, and this covers the cost of planned preventative maintenance of the CCTV Control Room and the network. The adhoc installations element is expected to cost in the region of £700,000 per annum (depending on the council's programme of works), and this covers new installations and minor upgrades of the CCTV control room and the network. A phased upgrade of the CCTV Control Room and the Network from a bespoke analogue system with digital elements which has now gone beyond its practical life to a fully digital system is expected to cost in the region of £100,000 per annum. The contract value is therefore in the region of £1.2m (£100,000 Revenue and £1.1m Capital) per annum or £4.8m (£400,000 Revenue and £4.4m Capital) over a four-year contract.

- 3. Under the Public Contracts Regulations 2015 ("PCR 2015"), the CCTV maintenance and installations contract is a services contract. The current threshold services contracts under the PCR 2015 is £189,330 (the "Threshold"). As the Contract is above the threshold it must be procured in accordance with the PCR 2015. This means either a new procurement competition or the use of a framework agreement. This is also the requirement under the council's CSOs.
- 4. The procurement strategy for the procurement of the CCTV maintenance and installations long term four-year contract using a mini-competition through the Crown Commercial Service (CCS) framework "Network Services 2 RM3808 Lot 12 Security and Surveillance Services".
- 5. Options considered for the procurement of CCTV maintenance and installations, are as follows:

Option 1: Extension of the existing CCTV maintenance and installations contract. The existing CCTV maintenance and installation contract is a strippeddown interim short-term contract which includes a service maintenance element and a limited emergency only installations element. This contract is only operational for six months and has a financial authorisation of £200,000 (£57,000 maintenance and £143,000 installations and upgrades). There is no provision to extend this contract and therefore this option is not viable. An annual contract is expected to have an annual value of $\pounds1.2m$ ($\pounds100,000$ maintenance, $\pounds700,000$ installations, and $\pounds400,000$ upgrades).

Option 2: An open procurement contract. This would give the Council maximum flexibility on the duration of the contract and allows further flexibility on the use of extensions. However, to ensure a 01 July 2020 operational date the Council has insufficient available time for an open procurement contract.

Option 3: Mini-Competition Call Off from a Framework. A mini-competition for a call-off contract using a suitable framework. Different frameworks were reviewed (See Appendix 1 – Framework Review) and it was determined that the preferred framework that best suits a long-term CCTV maintenance and installations contract is the Crown Commercial Service (CCS) framework "Network Services 2 RM3808 Lot 12 Security and Surveillance Services". This framework allows for a call off up to 7 years.

The framework provides quality and financial standing assurances of the contractors on the frameworks, there are 10 framework providers on the framework many with international standing who have already completed a pre-selection exercise to be included on the framework. This provides confidence to the Council that the providers are suitably financially stable and have the relevant experience and capabilities.

Completing a further competition under the framework will ensure that the call off is competitive as framework providers will be invited to submit prices for the contract. These should not be greater than the framework rates (which were also

competitively tendered). Further the call off allows the Council some flexibility to set out its own requirements and tailor the contract to its needs.

Option 4: Direct Award from Framework. A Framework contract direct award was considered. A direct award call-off contract under framework RM3808 Lot 12 has a maximum contract period of 5 years (including any extensions). A direct award is only suitable for simple, easily defined requirements which can be priced without discussion from the proposals included in the framework. The schedules included in the call-off contract would be limited under this procedure and no special terms could be included. This would not enable the Council to seek priced submissions to carry out its services and therefore is not suitable for a contract of this size and nature.

The preferred option is to procure through a mini-competition under the chosen framework (Option 3). This will allow all contractors on the framework to take part in the mini-competition, which ensures competition at the framework level which provides the Council with a very good access to proven contractors of international standing.

Reasons for Decision

6. The Council must have a new CCTV maintenance and installations contract that is fully operational from 01 July 2020, the procurement strategy for the procurement of the CCTV maintenance and installations long term four-year contract using a mini-competition through the Crown Commercial Service (CCS) framework "Network Services 2 RM3808 Lot 12 Security and Surveillance Services" is considered to be the best option available to ensure that the operational date of 01 July 2020 is achieved.

Equality Implications

7. There are no direct negative equality implications for groups with protected characteristics, under the Equality Act 2010, associated with the approval of the procurement strategy outlined in this report.

Implications completed by: Fawad Bhatti, Policy & Strategy Officer, Public Services Reform, tel. 07500 103617.

Risk Management Implications

- 8. The report identifies the significant risk associated with not having appropriate maintenance arrangements in place to ensure the ongoing provision of a fully operational CCTV infrastructure and service across the borough.
- 9. The recommendation in the report is consistent with the Council's objective of being Ruthlessly Financially Efficient and aims to provide assurance to the local business community in line with the priority of building shared prosperity.
- 10. Implications completed by: David Hughes, Director of Audit, Fraud, Risk and Insurance, 020 7361 2389.

Procurement Implications

- 11. The recommendations are in line with the Council's Contracts Standing Orders. Full regulatory implications are covered in the Legal section of the report.
- 12. Implications completed by: Andra Ulianov Head of Contracts and Procurement. Tel 07776672876

Planning Implications

- 13. There are currently insufficient specific s.106 funds held that relate to CCTV provision. As such, any s.106 contribution to the CCTV contract (maintenance and works) will need to be funded from some of the planning agreements secured from developments within the growth areas of the borough. A number of these include obligations for community safety in the long list of purposes for which the funds can be used in those areas. The agreement to allocate funds to the CCTV contract from these s.106 obligations would be subject to Cabinet Member approval through the normal s.106 allocation process, as there are a number of other programmes competing for this limited funding. Updated s.106 implications will be provided as part of the contract award decision.
- 14. Implications verified by: Matt Patterson Interim Head of Spatial Planning. Tel 0777 6672 447

List of Appendices:

Appendix 1 – Procurement Strategy Appendix 2 – Framework Review

Appendix 1

Procurement strategy - Contract for CCTV Maintenance and Installation

1. <u>PROCUREMENT SCOPE – WHY THE PROCUREMENT IS NEEDED</u>

The previous five-year contract for the CCTV maintenance and installations was awarded to Chroma Vision in 2014 and this expired on 31 December 2019. A short-term interim contract was awarded on 24 December 2019 to Boston Networks; this contract is operational for six months with no extension provisions and a replacement will need to be in place from 01 July 2020. A new long-term contract for the CCTV maintenance and installations therefore needs to be prepared and to go to market in accordance with the Council's governance structure.

2. Market analysis

The market is well established and six different frameworks have been reviewed, procurement using a framework is considered routine. The suppliers on the framework are of an international standing, both financial checks and minimum quality standards have been achieved.

3. <u>Procurement route options and considerations</u>

The analysis of available Frameworks is detailed in Appendix 1. This is summarised in the below table:

Framework Name	Pros for using the Framework	Cons for using the Framework
CSS Traffic Management Technology 2 RM1089	Large number of suppliers	The goods and services are better suited to enforcement
CSS Network Services 2 RM3808	Good selection of suppliers and an exact match to the goods and services required especially relating to supply, maintenance and support	
CSS Technology Services 2 RM3804	Large number of suppliers	This framework is best suited for the supply of hardware and software
CSS Technology Products 2 RM3733	Large number of suppliers	This framework is best suited for the supply of IT equipment
ESPO Security and Surveillance Equipment & Services 628	Good selection of suppliers and a good match to the goods and services required	This framework relates to supply of consultancy and not especially relating to supply, maintenance and support
YPO Dynamic Purchasing System Building in Use – Support Services 879	A good match to the goods and services required	This framework relates to the supply of staff and equipment, which is currently not relevant to

the proposed contract

It was determined that the preferred framework that best suits a long-term CCTV maintenance and installations contract is the Crown Commercial Service (CCS) framework "Network Services 2 RM3808 Lot 12 Security and Surveillance Services". The reasons for this are that it provides a good selection of suppliers and an exact match to the goods and services required especially relating to supply, maintenance and support. This framework allows for a call off up to 7 years. The framework provides quality and financial standing assurances of the contractors on the frameworks, there are 10 framework providers on the framework many with international standing who have already completed a pre-selection exercise to be included on the framework. This provides confidence to the Council that the providers are suitably financially stable and have the relevant experience and capabilities. Completing a further competition under the framework will ensure that the call off is competitive as framework providers will be invited to submit prices for the contract. These should not be greater than the framework rates (which were also competitively tendered). Further the call off allows the Council some flexibility to set out its own requirements and tailor the contract to its needs.

The preferred option is to procure through a mini-competition under the chosen framework. This will allow all contractors on the framework to take part in the mini-competition, which ensures competition at the framework which provides the Council with a very good access to proven contractors of international standing.

4. <u>Risk Assessment and proposed mitigations</u>

The main risk is not having a fully operational high value CCTV maintenance and installation contract by 01 July 2020, this risk has been mitigated by using a framework that provides a good selection of suppliers and an exact match to the goods and services required especially relating to supply, maintenance and support.

5. FINANCIAL INFORMATION

Budget/Funding arrangements

The CCTV maintenance and installations contract is made up of three elements, the first being the service maintenance element (revenue), the second being the adhoc installations element (funded by capital/S106), and the third being the phased upgrade element (funded by capital/S106). The service maintenance element is expected to cost in the region of £100,000 per annum, and this covers the cost of preventative protection maintenance of the CCTV Control Room and the network. The adhoc installations element is expected to cost in the region of £700,000 per annum (depending on the council's programme of works), and this covers new installations and minor upgrades of the CCTV control room and the network. A phased upgrade of the CCTV Control Room and the Network from a bespoke analogue system with digital elements which has now gone beyond its practical life to a fully digital system is expected to cost in the region of £100,000 per annum. The contract value is therefore in the region of £1.2m (£100,000 Revenue and £1.1m Capital) per annum or £4.8m (£400,000 Revenue and £4.4m Capital) over a four-year contract.

The maintenance part of the contract is currently funded from the Housing Revenue Account ($\pounds 65,000$) and s.106 ($\pounds 40,000$). Although the s.106 funding is included in the CCTV base budget from 2019/20, the funding is subject to agreement by the s.106 member board and any other necessary funding decisions under the council's financial regulations.

Savings, Value for Money

The annual maintenance cost of approximately £100,000 per annum has been maintained throughout the previous five-year contract and is expected to remain unchanged throughout the duration of the proposed four-year contract. However, the network has expanded by at least 30% over the previous five years and yet the annual maintenance costs have remained static. Value for money has therefore been achieved by an expanded system costing the same to maintain. However, the CCTV Control Room has reached the end of its practical life and without major upgrades, maintenance costs and critical outages will become more common. Ruthless financial efficiency will be achieved by ensuring the prices remain competitive, by benchmarking with other London Boroughs during the life of the contract.

6. COMPETITION PROCESS

Task #	Task Name	Duration	Start Date	Finish Date
1	Report writing and internal approvals (SLT approval 12/02/20)	16	22/01/2020	12/02/2020
2	Amend/Update Tender Documents	19	12/02/2020	10/03/2020
3	Call for Mini Competition	1	10/03/2020	11/03/2020
4	Tender documents issued	1	11/03/2020	12/03/2020
5	Tender clarifications	15	12/03/2020	27/03/2020
6	Tender deadline date	31	27/03/2020	27/04/2020
7	Download Tenders from Portal	1	27/04/2020	28/04/2020
8	Tender evaluation (selection)	10	28/04/2020	08/05/2020
9	Report writing and internal approvals	24	08/05/2020	01/06/2020

10	Notification of Intention to award contract	1	01/06/2020	02/06/2020
11	Standstill period (if issued)	10	02/06/2020	12/06/2020
12	Supplier Debriefs	1	12/06/2020	13/06/2020
13	Contract Award	1	13/06/2020	14/06/2020
14	Contract documents completed	7	14/06/2020	21/06/2020
15	Contract Implementation / Mobilisation Period	10	21/06/2020	01/07/2020
16	Contract Commencement	0	01/07/2020	01/07/2020

7. Selection and Award Criteria

The Council will award the Contract to the most economically advantageous Tender based on a combination of price and quality. The proposed evaluation criteria is 50% price and 50% quality. This section sets out and explains how that evaluation will be carried out.

Stage 1 – Minimum Standard Compliance – Qualification Envelope

Each Tender must achieve a minimum level of acceptability. The Framework Providers will have already been through checks at framework level. These will have included assessment of financial stability and capabilities. Other Mandatory and discretionary checks will have been undertaken. In addition to these the council will require Bidders to provide:

- Evidence of past performance for services similar to those required under this contract
- Insurance

Stage 2 - Award Criteria

It is proposed that tenders will be evaluated on the following basis:

Quality 50%: Price 50%

The evaluation criteria will be as follows:

Tier 1 Criteria	% Weighting	Sub-criteria as applicable
Price	50%	Planned Preventative Maintenance:62.5%

		Responsive Repairs., Ad Hoc Repairs and New Installations:37.5%
Quality	50%	Resources and Mobilisation: 20%
		Quality Assurance: 10%
		Engineering Support: 10%
		Fault rectification: 20%
		CCTV control systems: 20%
		Risk Management: 20%

TABLE 3: Marking Scheme

Score	Rating	Criteria for Awarding Score	
0	Unacceptable	The information is omitted/no details provided, or irrelevant answer provided.	
1	Poor	The Authority has serious reservations that the Candidate understands the requirement in the question. The proposal provides very limited evidence and assurance that the relevant aspect of the service would be delivered to the expected standard and there are serious doubts about aspects of the response.	
2	Fair	The submission is superficial and generic in its scope. The Authority has some reservations that the Candidate understands the requirement in the question. The proposal provides some limited evidence and assurance that the relevant aspect of the service or requirement would be delivered to a satisfactory standard.	
3	Satisfactory	sfactory The Authority is reasonably confident that the Candidate understands the requirement in the question and the proposal provides some satisfactory evidence and assurance that the relevant aspect of the service or requirement would be delivered to a satisfactory standard.	
4	Good	The submission is robust and well documented. The Authority is confident that the Candidate understands the requirement in the question and the proposal provides good evidence and assurance that the relevant aspect of the service or requirement would be delivered to a good standard.	
5	Excellent	The proposal is innovative and adds value. The Authority	

Score	Rating	Criteria for Awarding Score
		is completely confident that the Candidate understands the requirement in the question and the proposal provides very good evidence and assurance that the relevant aspects of the service or requirement would be delivered to an excellent standard.

8. CONTRACT PACKAGE, LENGTH AND SPECIFICATION

The proposed contract period is four years, with no extensions. The proposed contract is a service, works and supplies contract. Which is made up of three elements the first being the service maintenance element (revenue), the second being the adhoc works/installations element (Capital/S106), and the third being the phased supplies/upgrade element (Capital/S106). The contract will be used for public realm, emergency and parking enforcement. The specification is currently being updated to reflect best practice and current technologies.

9. CONTRACT MANAGEMENT

Key performance indicators are currently being prepared to reflect the P1, P2, & P3 prioritises.

Framework Review

1 INTRODUCTION

- 1.1 The Council is looking to re-procure their contract for CCTV maintenance and support. The Contract includes the provision of new equipment when required from time to time.
- 1.2 The Council requires that the CCTV system will be used for public realm, emergency and parking enforcement.
- 1.3 Therefore, the relevant framework must include but not limited to:
 - 1.3.1 be within the scope of procuring CCTV kit, support and maintenance;
 - 1.3.2 allow a local authority to call-off the framework;
 - 1.3.3 have relevant terms and conditions and route to purchase that are acceptable for the Client;
 - 1.3.4 have not expired its legal maximum term of 4 years; and
 - 1.3.5 have been set up in a manner which complies with the Public Contracts Regulation 2015.
- 1.4 The findings of the research based on 1.3 above are detailed for each of the following frameworks:
 - CSS Traffic Management Technology 2 RM1089;
 - CSS Network Services 2 RM3808;
 - CSS Technology Services 2 RM3804;
 - CSS Technology Products 2 RM3733;
 - ESPO Security and Surveillance Equipment & Services 628; &
 - YPO Dynamic Purchasing System Building in Use Support Services 879.

1.5 Each of the above frameworks is detailed below:

1.5.1 CCS TRAFFIC MANAGEMENT TECHNOLOGY 2 RM1089

LOT 2: TRAFFIC MONITORING AND TRAFFIC ENFORCEMENT CAMERAS

Without limitation, goods and services relating to this lot includes Automatic Number Plate Recognition (ANPR), safety cameras, CCTV, Automatic Traffic Counters (ATC), Selective Vehicle Detection (SVD) systems, type approved enforcement technology to identify traffic offences, motorway incident and traffic detection systems, commercial vehicle operations compliance systems and equipment, height and weight compliance systems and equipment, road charging and toll systems and associated real time data services. This lot has 28 suppliers.

1.5.2 CSS NETWORK SERVICES 2 RM3808

LOT 12: SECURITY AND SURVEILLANCE SERVICES

This lot includes the provision of CCTV and physical security monitoring equipment, including services to access real time audio, video activities and associated equipment maintenance and support services. This includes: design, survey, build, management, support and maintenance for Lot 12 services; traditional and IP based CCTV services;

access control, remote door opening and automated gates and/or barriers; image recording and archiving; image recognition applications; alarms and security monitoring; supply of software, management, test and analysis tools; and CCTV as a service. This lot has 10 suppliers.

1.5.3 CCS TECHNOLOGY SERVICES 2 RM3804

LOT 3: OPERATIONAL SERVICES

The direct supply of products (hardware, software and networks) is out of the scope of this framework unless using the agency functionality via CCS's Technology Products 2 framework agreement (RM3733).

This lot is for customers looking to purchase services, processes and tools needed to manage the provisioning, capacity, performance, security and availability of the technology environment. Delivering at the right quality and at competitive costs. All services allow for change management within their delivery. Services may be delivered in line with IT Service Management Models (ITSM) such as ITIL, Cobit, ISO/IEC 20000-1 or others, as required by the customer. Services under this lot have been categorised into 'service groups'. These are not sub-lots but subsets of the services available, used to classify the type of services in line with common IT service management methodologies. The groups are as follows: 3a: End User Services; 3b: Operational Management; 3c: Technical Management; & 3d: Application and Data Management. This lot has 104 suppliers.

1.5.4 CCS TECHNOLOGY PRODUCTS 2 RM3733

LOT 3: COMBINED HARDWARE AND SOFTWARE

This lot is for customers looking to purchase IT hardware and peripherals including but not limited to: PC's, laptops, keyboards, servers, audio-visual equipment, network infrastructure equipment and peripherals/accessories. Operating systems and utility software is included as part of a standard Original Equipment Manufacturer (OEM) product offering. Factory build are also included in this lot when purchased alongside/installed on the associated hardware. A range of close to-thebox services are allowable, including disk image loading, asset tagging, delivery, installation, configuration, user handover, removal of packaging and disposal of old equipment. This lot has 29 suppliers.

1.5.5 ESPO SECURTY AND SURVEILLANCE EQUIPMENT & SERVICES 628

LOT 1: PUBLIC SPACE SURVEILLANCE SYSTEMS

This lot provides access to a range of security and surveillance solutions including public and private space CCTV, access control, intruder detection, independent

security consultancy, ANPR cameras and body worn video cameras. This lot has 12 suppliers.

1.5.6 YPO DYNAMIC PURCHASING SYSTEM BUILDING IN USE – SUPPORT SERVICES 879

LOT 4: CCTV INCLUDING REMOTE MONITORING

Provision of staff and/or infrastructure to provide CCTV for customer monitoring or supplier monitoring either on site or remotely. Information on the number of suppliers and their details is only available on enquiry.

1.6 CONCLUSION

From the above information, the Network Services 2 RM3808 Framework by CCS may be the most applicable in fulfilling the Councils instructions for the following reasons:

Lot 12 provides both the CCTV equipment and the support and maintenance required under a single lot. Many of the other available frameworks do not contain both the equipment and support services under the same lot or within one framework. The documents are drafted in a Local Authority friendly manner as opposed to supplier friendly. There is 7-year call-off duration, giving the Council flexibility for a long-term contract if felt appropriate. The Framework Agreement dictates an award criterion ratio of 50-90% for quality and 10-50% for price which leaves the Council with flexibility in running the further competition.