

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 12/05/2025

Subject: Public Realm Works and Consultancy Procurement Strategy

Report of: Councillor Sharon Holder, Cabinet Member for Public Realm

Report author: Ian Hawthorn, Assistant Director Highways

Responsible Director: Bram Kainth, Executive Director - Place

SUMMARY

This report outlines the strategic approach being set for a Public Realm Maintenance & Project Works Contract for all Public Realm works undertaken by the London Borough of Hammersmith & Fulham Council (the "Council") from 1 April 2026. Plus, to establish a Professional Services Consultancy Framework contract for use across the Council for public realm services.

RECOMMENDATIONS

For Cabinet to approve:

1. That Appendix 1 is not for publication on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
 2. The strategy to procure a Public Realm Maintenance & Project Works Contract, covering Highways, Parks, and Housing for a total period of 10 years on a 7 + 3 (extension) model, effective from 1 April 2026.
 3. The procurement strategy for a Public Realm professional services framework contract for a total period of 4 years, effective from 1 April 2026.
 4. The variation of the ground maintenance contract by the withdrawal of the Councils Cemeteries and Burial arrangements from this contract and bring the service in-house.
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Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	Bringing the best outcomes to deliver quality works in the public realm, regardless of where in the borough they sit.
Creating a compassionate council	The contracts will incorporate social value targets to deliver for communities across the borough.
Doing things with local residents, not to them	The consultants will be required to work with residents when designing schemes and the works contractors will be required to engage and inform residents when carrying out construction work. Residents are key to any successful service and their feedback plays a part in how we develop, design, plan, and deliver works. Accessibility will be a key component of the contract procured so co-production is a fundamental part of what we do.
Being ruthlessly financially efficient	At the heart of the contract will be efficiency, innovation, and an ethos of right first-time. The contract incorporating highways, parks and housing works will make delivery more efficient and increase competitiveness and keep costs down.
Taking pride in H&F	This is a fundamental part of every aspect of works delivered by the suppliers, which will be procured and assured through this contract.
Rising to the challenge of the climate and ecological emergency	The contract will be built around green initiatives, including recycling, decarbonisation, and sustainability.

Financial Impact

This report sets out the proposed procurement strategy for a new Public Realm Maintenance and Project Works Contract, effective from 1 April 2026. It is proposed for the new contract to make provision for all public realm works, including but not limited to Highway Maintenance, Grounds Maintenance, and Housing, which can be called off according to need. By combining the existing separate contracts, it is expected that the contract will be more attractive to prospective providers, increase market competition, and lead to increased value for money. It will also reduce procurement time and cost. It is proposed to let a 10-year contract for public realm maintenance and projects, on the basis of 7 years plus the option for a 3 year extension, effective from 1 April 2026.

Additionally, this report also sets out the proposed procurement strategy for a new Public Realm professional services framework contract, providing the Council with direct access to consultants for the design of public realm projects. It is expected that this will again lead to increased value for money, as the Council currently pays an

additional fee on consultants procured via the Ealing Framework (which expires in September 2026). It is proposed to let a 4-year contract for public realm professional services, effective from 1 April 2026.

This report requests approval of the procurement strategies only. The financial implications of any resulting contract awards will be considered fully as part of the contract award report(s). An indication of the total contract value across the maximum contract periods (including allowable extensions) is provided in Exempt Appendix 1. Note that this indicates the maximum estimated spend limit only. Works will be considered and commissioned on an individual basis and managed within existing available capital and revenue budgets. It is expected that a considerable amount of works will be funded from external sources, such as developer contributions and grants.

The financial implications relating to the proposed in-sourcing of the bereavement service will also be considered separately.

*Implications completed by Kellie Gooch, Head of Finance (Place) 20th March 2025
Verified by James Newman, Assistant Director of Finance (Deputy S.151 Officer),
20th March 2025*

Legal Implications

The Council has a duty to undertake the public realm activities which are the subject of this procurement. The Council's duties in relation to highways and other structures are set out in the Highways Act 1980. The Council has a duty to maintain open spaces under the Open Spaces Act 1906. The consultancy work which is to be provided under a framework agreement will support functions of the Council and the Council has the power to procure these pursuant to s111 of the Local Government Act 1972 and the Localism Act 2011.

It is intended that there should be two separate contracts, each divided into a number of lots. One will cover the public realm works. The other will be a framework for the Council to appoint consultants when required.

The Council is obliged to advertise its need for suppliers to carry out this work and undertake a competitive procurement process under the Procurement Act 2023. The proposed means of procurement by way of a competitive flexible procedure is compliant with the legislation.

The competitive flexible procedure under s 20(2)(b) of the Procurement Act 2023 allows the contracting authority to design and undertake a procurement by way of a multi-stage process. When using this procedure, the Council will be able to include requirements for dialogue and negotiation which would not be permissible if an open procedure was used. The proposed public realm procurement is relatively complex, and it will be beneficial to build in scope for negotiation. It is therefore recommended as the appropriate route to procurement for these contracts.

These are high value contracts under the Council's Contract Standing Orders. The use of the competitive flexible procedure under the Procurement Act is a compliant method of procuring these contracts.

The transfer of these contracts to new contractors, if this is the outcome of the procurement process, is likely to involve the transfer of the existing workforces under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) to the new contractor(s).

The decision to undertake the cemeteries and burial functions directly instead of by a contractor will mean that the staff currently undertaking this function will transfer to the Council's employment under the TUPE Regulations.

The approval of this strategy is a key decision under the Council's constitution and needs to be included on the key decision list on the Council's website.

Implications completed by John Sharland, Special Projects Lawyer, 20th March 2025

Procurement Comments

The procuring officer must continue to work with the Procurement and Commercial team to ensure the procurement is undertaken compliantly and in accordance with the [Procurement Act 2023 \(UKPGA 2023/54\)](#), [Procurement Regulations 2024 \(UKSI 2024/692\)](#), and the Council's own [Contract Standing Orders](#).

Implications completed by Chris Everett, Category Lead – Procurement and Commercial, 20th March 2025

Digital Implications

Digital Services has been involved as part of the wider Public Realm procurement exercise. Do note this document is requesting approval of the procurement strategy and digital implications of any resulting contract awards will be considered and assessed in the later stages. It is important that Digital Services continue to be an integral part of the exercise to ensure that any IT requirements are met, that all necessary safeguards, permissions and budgets are in place, and that any IT work undertaken is in alignment with the digital strategy.

IM Implications: A Data Privacy Impact Assessment (DPIA) will need to be completed to ensure that all the potential data protection risks around this new contract are properly assessed with mitigating actions agreed and implemented.

Suppliers will be expected to have a Data Protection policy in place and staff will be expected to have received Data Protection training. Contracts will need to include H&F's data protection and processing schedule, which is GDPR compliant.

Implications completed by Vincen Arivannoor, Strategic Relationship Manager, 20th March 2025

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Background

1. The Council needs to procure a new highways maintenance contract and consider a new contract for the ground maintenance of its parks and open spaces. This report sets out the strategy for re-procuring these contracts to maximise best value and strong service delivery whilst seeking to minimise the impact of significant inflationary increases on these material and labour-intensive contracts since they were last procured.
2. **Highways:** The Council currently use the Royal Borough of Kensington and Chelsea (RBKC) Framework contract for Highways Works. FM Conway Ltd. won five of the six Lots in 2017 on an assessment of cost and quality. This Council started using the framework in April of 2018 and in February 2023 the Cabinet took the decision to extend use of the contract for a further 3 years, scheduled to end on 1st April 2026. It cannot be extended further, so a new contract is required. The existing framework contract has six lots listed below:
 - a. Paving (FM Conway Ltd.),
 - b. Asphalt Resurfacing (FM Conway Ltd.),
 - c. Lighting and Electricals (FM Conway Ltd.),
 - d. Projects (FM Conway Ltd.),
 - e. Structures (FM Conway Ltd.), and
 - f. Drainage Repairs (Cappagh).
3. At present, the Council has no resilience as FM Conway Ltd. hold five of the six Lots for highway maintenance and projects. It is intended to change this dynamic with the new contract by limiting the number of Lots that a supplier can bid for and/or appointing more than one supplier to a Lot. This will provide the Council with supplier resilience which is prudent in the current market.
4. **Housing Department:** Works in Housing public realm areas are currently the subject of specific procurement activities. However, this procurement option does not always provide surety of delivery and may not deliver the best value for certain works. It would therefore be beneficial to allow Housing to have the option to access the Public Realm term supplier to deliver certain works, such as estate improvements to road resurfacing, lamp column replacement, and/or improved surface water drainage. This will also assist in making the contract more attractive and increase competitiveness of rates for works.
5. **Ground Maintenance:** The existing Ground Maintenance Contract for the Councils Parks and Open Spaces was awarded to Idverde in February 2022 for 5 years with the option of a 5-year extension. This contract covers three Lots:
Lot 1: Parks and Cemeteries, with the addition of several green space highway sites;
Lot 2: Housing; and

Lot 3: Wormwood Scrubs.

6. An additional Lot 4 for Arboriculture covering trees in Highways, Housing and Parks and Cemeteries was let to Red Squirrel Tree Surgeons.
7. The Ground Maintenance contract has now entered the fourth and penultimate year of the initial 5-year term. It is now prudent to review the contract in more detail, consider the market and recommend either an extension for 5 years as allowed for in the contract or procure a new contract.
8. Lot 4 (arboriculture) is performing well with no major concerns. An extension will be considered in a separate report.
9. The current review of the Grounds Maintenance contract Lots 1-3 means it would be beneficial in testing these Lots within the procurement of this public realm contract, rather than extending the contract. In addition, adding more flexibility to deliver elements of this contract.
10. There are efficiencies and economies of scale in procuring the Grounds Maintenance contract as part of a wider Public Realm contract including highways and housing works as there are several areas of overlap. If the Council were to procure the Ground Maintenance contract separately, it would inevitably lead to significant cost increases above the current contract value, even if the specification were revised to achieve a reduced standard of service delivery. This could present a risk to the future security of the contract and services.
11. For these reasons, it is proposed to reprocure the Grounds Maintenance contract elements as part of the broader Public Realm Maintenance & Project Works Contract. The Grounds Maintenance element would commence in February 2027 after the current Ground Maintenance contract expires, but with the option of commencing sooner (from April 2026) should the current contract fail.
12. A review of the Grounds Maintenance contract specification is taking place to make it more cost effective by reviewing core elements and identifying specialised works to be undertaken as and when required across the contract term rather than every year. This will enable the increased costs of any new contract to be managed more efficiently going forward and reduce the expected increase.
13. **Professional Consultancy Services**: Consultancy services for the design and management of the public realm are currently provided through a framework established by Ealing Council which includes services such as drainage specialists, structural engineers, transport planners, and traffic engineers. This framework will expire in September 2026 and a percentage uplift of 3.5% is charged by Ealing for accessing this framework which can be avoided if this Council puts its own framework in place.

14. To reduce costs and to continue making a range of consultants quickly accessible to facilitate service delivery, a new professional consultancy services framework for Hammersmith & Fulham is proposed to be combined with this procurement process because some suppliers offer both consultancy and works services, making this procurement process more attractive to those suppliers.

Alternative Procurement Options

15. The option of reprocurring the Highways Maintenance contract jointly with Westminster City Council (WCC) was explored for several months and an objective paper was produced in March 2023 outlining the route and work required as a joint procurement. However, WCC subsequently decided to procure their contract separately from Hammersmith & Fulham because we needed to work to different timescales and our requirements were also different.
16. We have also assessed the viability of using a Transport for London (TfL) framework contract for highways maintenance services. However, the TfL framework would not ensure resources would be prioritised to deliver the Council's maintenance requirements therefore it is not recommended. However, it is an option that may be considered as a back-up for one-off larger projects
17. After exploring these options, the best procurement route is a Hammersmith & Fulham contract that meets the specific needs of the Council across various service areas that maintain and deliver projects within the public realm environment. This approach also allows for efficiencies (i.e. footway maintenance delivered in highways, parks and housing sites through one contract), greater service agility and increased competition by making the overall contract value greater.

Reasons for Decision

18. The main objective of this procurement is to provide the Council with a Public Realm Maintenance & Project Works contract that replaces its current Highway Maintenance and Ground Maintenance contracts that will expire in 2026 and 2027 respectively. It also broadens the contracts scope to include Housing works as called off (without commitment) so it can serve all public realm supplier needs. Delivery of these services through the same contract will reduce delivery times and cost of procurement, whilst increasing market competition.
19. In addition, this procurement will put in place a Professional Consultancy Services Framework that will provide the Council with direct access to consultants for the design of public realm projects without the need to pay an access uplift on the rates charged by replacing the Ealing Framework that will expire in September 2026. It will also allow some suppliers the ability to bid for providing design consultancy and works services to the Council.
20. By procuring these contracts as part of one procurement process it will make the contract more attractive and realise efficiencies to offset some of the increase in rates that are expected due to inflation since the last procurement

activity. This approach is in line with the Council's priority to be ruthlessly and financially efficient.

Procurement Route Analysis of Options

21. Following internal discussions and workshops with relevant departments in the Council, the following services are required to be included in the new contract:

Supplies, Services, and/or Works	Main CPV Code
1. Asphalt Reactive and Planned Works	44000000 : Construction structures and materials; auxiliary products to construction (excepts electric apparatus) 45000000 : Construction work
2. Paving Works Reactive and Planned Works	45000000 : Construction work
3. Road Markings	34000000 : Transport equipment and auxiliary products to transportation
4. Street Lighting Reactive and Planned Works	50000000 : Repair and maintenance services
5. Civil Engineering Projects (Highways, Streetscape, Public Realm)	45000000 : Construction work
6. Drainage Services	44000000 : Construction structures and materials; auxiliary products to construction (excepts electric apparatus) 45000000 : Construction work 90000000 : Sewage-, refuse-, cleaning-, and environmental services
7. Structures	44000000 : Construction structures and materials; auxiliary products to construction (excepts electric apparatus) 45000000 : Construction work
8. Winter Carriageways Maintenance	44000000 : Construction structures and materials; auxiliary products to construction (excepts electric apparatus) 45000000 : Construction work
9. Grounds Maintenance	45000000 : Construction work 77300000 : Horticultural services 77000000 : Agricultural, forestry, horticultural, aquacultural and apicultural services

Supplies, Services, and/or Works	Main CPV Code
10. Professional Services	71000000 : Architectural, construction, engineering and inspection services

Procurement Option 1: Undertake a full regulated procurement process, advertised to the market (Recommended)

22. Due to the nuances and complexities of the Council's requirement, alongside its desire to seek the best value for money in line with its priority of being ruthlessly, financially efficient, it is recommended the council procures the Public Realm Maintenance and Projects Works Contract plus the Professional Consultancy Services Framework using a full regulated procurement process, advertised to the market.

Option 2: Procure using a compliant framework, Dynamic Purchasing System (DPS) or Dynamic Market (not recommended)

23. Due to the specificity of the Council's requirement, there are not any established frameworks which meet the Council's needs. However, the Council is considering using the TfL Framework alongside its own procured Public Realm contract, to provide a further level of resilience, to ensure successful delivery of the required works.

Market Analysis and Engagement

24. A formal Preliminary Market Engagement (PME) undertaken in January/February 2025, which took the form of a supplier engagement workshop where a proposed contract structure was presented to several potential suppliers. This was followed by 25 individual supplier meetings.
25. PME was used to inform the Council's procurement and contract model, and understand whether the proposed route to market is appropriate to deliver the best possible outcome to the residents of Hammersmith & Fulham, and
- Gather market intelligence on the type, location, and capabilities of suppliers in the market.
 - Seek feedback from suppliers to inform development of a procurement exercise that will be well received by the market, maximising participation.
 - Understand any questions suppliers may have regarding the required scope of works & services and the procurement process.
 - Seek information on industry best practice in relation to contracts for similar works and services.
 - Breakdown barriers to entry for Small and Medium-sized Enterprises (SMEs).
26. Distortion of competition during PME activities was avoided through publishing the opportunity to take part in the PME on [Contracts Finder](#), as the Central Digital Platform (CDP) had not been established at the time. The notice for the

PME is available to view at <https://www.contractsfinder.service.gov.uk/Notice/abc9cbb1-569c-4f7c-b5c2-41791b66398b>; Providing a reasonable timeframe to provide responses to market engagement activities.

27. **Public Realm Maintenance and Projects Works Contract:** The feedback from suppliers was generally positive towards the following proposed Lot structure for the required works services:
Lot A – to include Paving (Planned and Reactive Maintenance), Asphalt & Road Markings (Planned and Reactive Maintenance), Winter Maintenance and Bridge Inspection and Maintenance;
Lot B – Street Lighting & Signs (Planned and Reactive);
Lot C – Highway Drainage (Gully Cleansing and Gully Repairs);
Lot D – Projects; and
Lot E – Grounds Maintenance (excluding services covered by other Lots).
28. This grouping of work elements into different Lots is designed to maximise attractiveness to suppliers, including smaller specialist suppliers. Lots A, B, C, and E will have one supplier appointed, while Lot D will have a preferred appointed supplier to develop a core client delivery relationship to meet the requirements of the capital programme working to agreed key performance targets and commissioning arrangements, with two reserve contractors appointed who can also be awarded work, providing resilience if there are particular delivery pressures or specialisms sought. This will provide the certainty of resources being allocated to the contract for reactive and regular maintenance functions but provide some flexibility when allocating work for one-off projects when delivery timescales and value can be taken into consideration. This arrangement aims to remove delays that can be experienced in delivering projects due to resource availability if one supplier is relied upon. It will be possible for a supplier to be appointed to more than one Lot.
29. The length of contract term must be designed to deliver the maximum efficiency and allow improved costs, as well as ensuring it is attractive to the market. Based on market feedback, and the need to recover fixed costs over a reasonable time period when no depot facility is provided, an initial 7-year term is proposed with the option for an additional 3 years to incentivise good performance.
30. Inflation will be reflected by an appropriate indexation mechanism relevant to the labour and material split on the contract. Within the construction lots for example, the Lump Sums & Schedule of Rates will be subject to annual indexation uplift in line with Building Cost Information Service (BCIS) construction data. This will help to align the pricing with actual market value and minimise the risk of the supplier compromising quality to deliver at a certain value.
31. The quality/price procurement assessment to be assessed on a 50:50 split with 20% of the quality score reflecting a social value assessment. These terms are in line with similar contracts recently let by other London Boroughs. Using the criteria and any sub-criteria that will be used to score Quality, an evaluation

panel will assess the suppliers' responses to a series of questions (strategic, service delivery and contract management each with relative weightings) to assess the Quality element of the suppliers' submissions.

32. This contract will be subject to the requirements of an above threshold procurement, including publishing performance against no less than 3 Key Performance Indicators (KPIs), and payment of invoices within 30 calendar days. A KPI extension model will be developed to give the opportunity for the supplier to access the 3-year extension if all the Council's KPIs requirements are achieved or exceeded. KPIs will monitor quality assurance, effective stakeholder engagement and promote economic growth.
33. **Public Realm Professional Consultancy Services Framework**: The market feedback confirmed that the framework structure in the Ealing Framework that this Council uses is one that we would want to use as a good fit for the Council. This provides for at least three consultants to be nominated under each Lot ranked in order of quality/price assessment. This provides the Council the option to directly award projects based on ranked order and procured rates, or to run mini competitions for a project.
34. The Lots that will be procured as part of this framework will be:
 - Lot A: Highway and Traffic Engineering (including street lighting)
 - Lot B: Structures and Drainage
 - Lot C: Traffic Surveys/Data Collection
 - Lot D: Transport Planning (including modelling)
 - Lot E: Landscape Architecture and Public Realm Streetscape
35. The length of contract term for this framework is proposed to be 4 years. Inflation will be reflected by an appropriate indexation mechanism relevant to wage inflation. The quality/price procurement assessment to be assessed on a 60:40 split with 20% of the quality score reflecting a social value assessment. These terms are in line with similar contracts recently let by other London Boroughs.

Conflicts of Interest

36. All officers and decision makers, have been required to complete a Conflict-of-Interest Declaration form to record any actual, potential, and/or perceived conflicts, along with appropriate mitigations (as appropriate), on the Conflicts Assessment.
37. Approval of, by way of signing, this Procurement Strategy by the elected member constitutes their declaration that they do not have any actual, potential, and/or perceived conflicts, relevant to this procurement, except where a specific Conflict of Interest Declaration form has been completed and provided, advising differently.
38. The Conflicts Assessment will be kept under review and updated throughout the life of the project (from project inception to contract termination).

Local Economy and Social/Added Value

39. A new contract must be able to meet the challenges that we face in the coming years and climate change is one of the key areas we need to adapt our design and delivery of works to either maintain or improve our assets across public realm. And must align with our [Low Carbon Procurement Policy](#).
40. Social value has become a key component of any contract, and we have managed to build up several valuable deliverables for our communities using the current highways contract with no social value clauses incorporated in it. The new contract will incorporate social value as a fundamental component, building on previous successes and learning, as a starting point. We will encourage the winning supplier to employ residents where possible – including apprentices.
41. Suppliers will be asked to submit a Social Value Delivery Plan which will form part of the Social Value response, providing evidence of how suppliers will deliver their Social Value commitments. The Social Value Delivery Plan requirement should be aligned with National TOMs (Themes, Outcomes, and Measures) System as the measurement framework. Additionally, the strategy would benefit from including a commitment to involve local businesses, voluntary sector representatives, and residents in reviewing social value outcomes, which aligns with the council's ambition for co-production and creates opportunities for local stakeholders to shape the social value priorities throughout the 10-year contract term. Suppliers will be asked to commit to creating work experience for local childrens so that they align with the aims of the Industrial strategy.
42. The suppliers will be asked to describe the commitments their organisations will make to ensure that opportunities under the contract deliver social value. This plan must be timed and include details of how they will monitor, measure and report the delivery of their commitments. This will be assessed and scored via Social Value Portal.
43. In an everchanging world, the contract must incorporate and allow innovation across a wide range of areas including a switch to the use of electric vehicles, where this does not negatively impact on service delivery, and use of sustainable transport, such as cargo bike, digital management, sustainability, decarbonisation, circular economy, and even down to the materials we use, and dispose of, ensuing this is done ethically and in compliance with relevant waste disposal standards. The contract will be designed to leverage high recycled content materials going in and materials to be recycled and reused when coming out. This contract will embrace the greening the grey drive, as there will be much more works that feature planting and the installation and maintaining of this new green space.
44. The borough's Industrial Strategy, Upstream London, and Street Smart Guide will influence the new contract and help shape what we need to deliver in the future, including creating quality public spaces.

45. Works are not delivered in isolation, so the contract will embrace the core value of 'doing things with people, not to them' including how we communicate effectively with residents and businesses, which will be at the forefront of the new contract.

People Based Considerations

46. A review of the Grounds Maintenance Contract has found that the administration and management of the Councils Cemeteries and Burial arrangements by an external supplier does not meet the public expectations for such a sensitive service. There are 3 posts involved in administering these services that deal with the public consistently on sensitive issues relating to burial arrangements and the application of charges. These staff are also the first line of contact for any complaints about the cemeteries maintenance which is the responsibility of their employer. To ensure these sensitive matters are dealt with by a Council employee, as the public expect, it is proposed to transfer these 3 posts back into the Councils establishment when the current contract expires. The affected staff have rights to transfer to the Council under the Transfer of Undertakings (Protection of Employment) Regulation 2006 (UKSI 2006/246) (TUPE). The maintenance of the cemeteries will remain part of the contracted services in the new contract.
47. The current suppliers will be approached to supply details of any staff that may have TUPE rights so their employment costs can be taken into consideration by the bidders during the procurement process.

Risk Assessment and Proposed Mitigations

48. **Service Value** – The procurement of services in lots that are not of significant value to the suppliers may deter them from bidding or they may provide rates that are not cost efficient. The services have therefore been grouped in a way that the financial value of the resulting lots is attractive to suppliers. The inclusion of works from Housing and Parks will contribute to make the provision of the Lots more attractive to potential suppliers.
49. **Resilience** – Awarding most services to a single supplier, even though it could lead to efficient service costs and a simpler contract to manage, it is thought it would not outweigh the risk of that supplier not delivering the services to the expected performance and the Council not having access to alternative suppliers. The proposed lot structure, and number of different suppliers per lot where appropriate, will be established to make sure the Council can mitigate this risk.
50. **Deviation from Traditional Highways Maintenance Contract** – Suppliers may expect this contract to be a traditional contract for the maintenance and construction of highways works. The Pre-Market Engagement has helped to communicate the requirements and expectations from the Council and how the works in parks and housing estates will be similar to those carried out within the highway boundary.

51. **Timescales** – The Public Realm Maintenance and Project Works Contract must go live in April 2026, however, there is more scope for procurement delays with the Professional Consultancy Services Framework because the Council has access to the Ealing Framework until September 2026. Should the timeline slip for the new works contracts we have the option to extend by 3-months, if necessary, but this extension should only be triggered should we encounter further issues through procuring new suppliers.
52. **Contract Management** – The breadth of services to be delivered through the works contract could result in the contract being administratively time consuming to manage. For this reason, the Lot structure has been kept to a manageable level and the inclusion of common functions in one Lot (i.e., footway maintenance) relating to highways, parks and housing means more efficient contract management.
53. **Low performance** – The current highways contract does not include KPIs but has 30 Contract Management Performance Indicators. The new contract will include a minimum of 3 KPIs in each lot to manage the performance of the suppliers, with defaults being triggered for poor performance. The number of KPIs will be assessed to make sure the associated administrative burden on the Council is not significant. This arrangement is in place on the current Ground Maintenance Contract and has provided effective in managing the contract. Those suppliers who are sole suppliers on Lots will have no rights to terminate the contract early as a further incentive to manage performance effectively; the right to terminate will rest solely with the Council.

Timetable

54. The anticipated programme for completion of the procurement process is:

Action	Date
1. Key Decision Entry (Strategy)	November 2024
2. Contracts Assurance Board (Strategy)	March 2025
3. SLT/Cabinet Member Sign off (Strategy)	March 2025
4. Planned Procurement Notice (optional)	
5. Preliminary Market Engagement Notice	
6. Cabinet Approval to Strategy	May 2025
7. Tender Notice	June 2025
8. Closing Date for Clarifications	July 2025
9. Closing Date for Procurement Responses	September 2025

Action	Date
10. Assessment of Procurement Responses	September 2025
11. Moderation	October to November 2025
12. Award Recommendation Report	November 2025
13. SLT/Cabinet Member (Award)	November 2025
14. CAB (Award)	November 2025
15. Key Decision Entry (Award)	November 2025
16. Assessment Summaries	November to December 2025
17. Contract Award Notice	December 2025
18. Standstill Period Ends	December 2025
19. Contract Engrossment	January 2026
20. Contract Detail Notice	January 2026
21. Contract Mobilisation and Implementation	January – April 2026
22. Contract Commencement Date	1 st April 2026

Equality and Inclusion Implications

55. One of the key drivers of this procurement will be accessibility, and providing a public realm offers across communities and the borough. That includes embedding Co-Production into design and delivery. Keeping women and girls safe in public realm. Ensuring equity and inclusion will be a key part of the procurement assessment. An initial Equality Impact Assessment has been undertaken which found a positive impact. Public Realm for users of all ages, creating an ease of movement and accessibility, quality public space and creating wellbeing with greening initiatives and encouraging walking and cycling.

Verified by Strategic Lead for EDI, Yvonne Okiyo, 24th March 2025

Risk Management Implications

56. The risks identified above largely meet risk identification criteria, however additional risks are defined below.
57. There is a programme risk that with additional focus on the engagement that management is incomplete. It is therefore recommended that a programme governance framework is established comprised of a watch group, governance structure, reporting and communication plan and associated RAID log that is reviewed at a frequency of not less than monthly.

Jules Binney, Risk and Assurance Manager, 19th March 2025

Climate and Ecological Emergency Implications

58. The procurement will be driven by climate mitigation measures and work has been done with the Climate Change team on incorporating the circular economy into the requirements that bidders will have to demonstrate to be successful.

Hinesh Mehta Assistant Director Climate Change 18th November 2024

Local Economy and Social Value Implications

59. In line with the corporate approach to social value, this procurement will dedicate 20% of the overall weighting to social value.
60. On award of the contract(s), the commissioner will ensure that the social value commitment is offered at tender stage as is stated as a contractual output.
61. Our standard contracts include clauses which refer to penalties for non-delivery against social value commitments.
62. Due to the nature of this procurement, potentially including several lots and suppliers, it is advised that the commissioner and their suppliers liaise with the Social Value Officer prior to commencement of the contract(s) for advice on maximising social value across the three categories and across the contract.
63. Social Value Portal will be used for evaluating the social value element of all tender submissions in compliance with the agreed corporate procurement approach. The commissioner will work closely with the Social Value Officer to ensure commitments are reported regularly on the Social Value Portal by their suppliers.

Harry Buck, Social Value Officer (Procurement), 18th March 2025

Consultation

64. Detailed work has already been undertaken in analysing the current contract position across London and PME with suppliers has concluded and been considered in preparing this strategy.

LIST OF APPENDICES

Exempt Appendix 1 – Indicative Contract Value
Appendix 2 – H&F Equality Impact Analysis Tool