Hackney

London Borough of Hackney – Decisions taken by the Cabinet Procurement and Insourcing Committee on Monday 18 July 2022

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Item No		

This document outlines the decisions taken at the above Cabinet Procurement and Insourcing Committee meeting.

Unless otherwise indicated, executive decisions listed in this document will come into force and may then be implemented 5 working days after publication of this document unless the decision is called in. During that period the Director of Legal, Democratic and Electoral Governance Services may call-in a decision for scrutiny if so required by no fewer than 5 Members of the Council (Part 4 of the Council's Constitution; Scrutiny Procedure Rules: Call-in Procedures):

Date of Publication: 19 July 2022 Last Date for Call-In: 26 July 2022

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Part A – Items considered in public

6	UNRESTRICTED MINUTES OF THE PREVIOUS MEETING OF CABINET PROCUREMENT COMMITTEE HELD ON 13 JUNE 2022	RESOLVED: That the unrestricted minutes of the Cabinet Procurement and Insourcing Committee held on 13 June 2022 were approved.
7	FCR S114 LBH Britannia Phase 2b Marketing & Branding Agent Contract Award Report	 RESOLVED: The Cabinet Procurement and Insourcing Committee approved to: Award the contract for Marketing and Branding Agent services for Britannia Phase 2b to Bidder 3 in line with the fee set out in Exempt Appendix A - Tender Evaluation Detail, and Enter into a Services Agreement and any other ancillary legal documentation necessary relating thereto with Bidder 3 for the Services under

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such terms as shall be agreed by the Director of Legal, Democratic and Electoral Services, and authorise the Director of Legal, Democratic and Electoral Services to prepare, agree, settle and sign the necessary legal documentation to effect the proposals contained in this report.
REASONS FOR DECISION
This report outlines the process which has been followed to select a preferred bidder for the provision of Marketing and Branding services for LBH Britannia Phase 2b during the Strategy, Pre-Sales and Sales Phase of the project's delivery.
 This role will commence with a Fixed Price strategy phase. The Marketing and Branding Agent will co-author the Sales and Marketing Strategy in collaboration with the Sales Agent, and develop a naming and branding strategy. They will also provide input into the Sales Agent's Development Consultancy Services, where this influences or affects the naming, branding and marketing of the product. Key outputs will be: Marketing and Brand Strategy Masterplan Brand Naming Convention, Block Convention and Release Strategy Brand Guidelines Creation
The engagement will then move into the Implementation Phase, in line with the agreed Implementation Plan and budget agreed during the Strategy Phase. This Implementation Phase will be split into the Pre-Sales Phase and the Sales Phase. A move to commence the Sales Phase of the project will be subject to Cabinet approval, as part of the Contract Award report for the selection of a Design and Build Contractor for the Phase 2b project. This is currently programmed for January 2023.

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The expedient instruction of the Marketing and Branding Agent is key to ensure that this
Strategy and Pre-Sales work is completed in order to enable a Sales Launch at the earliest opportunity during the construction phase – this is of particular importance given the requirement to de-risk the development by way of off plan sales. The precise nature and timing of this launch will be subject to the agreed Sales & Marketing Strategy which is the first deliverable of this appointment.
As set out in the Business Case, the total value of the Marketing and Branding Agent services over the life of the contract is anticipated to be above the current threshold of £213,477 (including VAT) under Regulation 5 of the Public Contracts Regulations 2015. Therefore it was necessary to publish a Find A Tender notice in respect of the procurement of the services. This was undertaken using the Open Procedure pursuant to Regulation 27 of the Public Contracts Regulations 2015.
As part of the Quality bid (10% of the maximum available 60% allocated to the Quality response), bidders were required to commit to specific outcomes in response to Hackney's Sustainable Procurement Strategy. The response and commitments of the recommended bidder are set out in paragraphs 7.1 to 7.3 to this report.
As clarified during the bid, the fees proposed for Phase 1 - Strategy, are fixed, based on the supplier's response to the specification, and based on their experience of delivering marketing and branding strategy outputs for projects of a similar scale, price point, and context to Britannia Phase 2b. To enable flexibility in the commercial models of each bidder, and to preempt any additional services which may be called off in the future, each bidder was also asked to submit a schedule of rates.
As the final fee for the engagement will be subject to the agreed Sales and Marketing Strategy, the award of contract is on the basis of a Fixed Price for Stage 1 - Strategy, an indicative

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		budget for Stage 2 - Pre Sales and Stage 3 - Sales, and an agreed Schedule of Rates. An analysis of this by bidder is set out at Exempt Appendix A - Tender Evaluation Summary.
8	CHE S116 Lead Architect for the Hackney Town Centre Site Regeneration Programme contract award	 RESOLVED: The Cabinet and Insourcing Committee agreed to: The award of the Lead Architect contract to Supplier A on a fixed fee of up to £714,566.51 to deliver the initial phase of the Town Centre Sites regeneration programme, which consists of the preparation of architectural feasibility studies for nine Council owned sites in Dalston and Hackney Central. Delegate authority to the Group Director of Climate, Homes and Economy, in consultation with the Group Director of Finance and Corporate Resources, to award subsequent call-off contracts for future work phases to Supplier A, within the existing £1.84m budget. REASONS FOR DECISION The decision to appoint the Lead Architect for the Town Centre Sites programme will provide the Council with the required design and engineering skills needed to complete comprehensive feasibility studies to determine the best future use and the financial viability of these important sites. In particular this appointment will allow the Council to deliver against Local Plan objectives and corporate priorities. The maximisation of opportunities on Council land and sites will provide an uplift to Hackney's

two major town centres in terms of new uses and facilities, new homes, commercial space, and jobs and help to meet the objectives set out in the Inclusive Economy Strategy and the Local Plan.
Town centres have been identified as key locations to deliver the growth objectives of the Local Plan, and considering 9 sites in Hackney Central and Dalston town centres for redevelopment will support the delivery of the boroughs growth strategy, which includes the delivery of 26,250 additional homes, 23,000 new jobs, 34,000sqm of new retail and leisure floorspace and 117,000sqm of new business floorspace by 2033.
The nine sites that make up the programme are set out in the table included in the published report.
The Hackney Central Place Policy in the Local Plan (PP3) sets strategic principles to strengthen the role of the town centre, to create more opportunities for retail, workspace, leisure, community uses and to deliver new homes, including genuinely affordable new homes alongside an improved public realm and town centre environment. The appointed Lead Architect will undertake design and feasibility work on four Town Centre Sites; which in turn will allow the Council to progress the delivery of the policy aspirations for the area.
The Dalston place policy in the Local Plan (PP2), sets strategic principles to strengthen the role of the town centre, to create more opportunities for retail, workspace, leisure, community uses and to deliver new homes, including genuinely affordable new homes. The Local Plan also seeks to ensure that the creative, cultural and social organisations that give Dalston its distinctive identity will be sustained alongside the delivery of new homes, jobs and improved retail facilities. In addition, the Local Plan identifies the need to extend and improve Dalston's public realm, green and public open spaces.

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This procurement also aims to address the transport and development commitments in the Community Strategy 2018-2028 by supporting the best options for increasing public transport capacity and connectedness in the borough, through working collaboratively in a multi- disciplinary way in partnership with key stakeholders such as Transport for London (TfL) and neighbouring boroughs. The feasibility work will explore the options to create a long term permanent entrance to Hackney Central Station, to increase capacity, accessibility, safety and passenger experience.
increase the supply of genuinely affordable homes available to local people for rent and sale in the borough. Six out of the nine sites are identified as housing locations, and the feasibility studies will explore the delivery of new homes on these sites. The Council's Inclusive Economy Strategy 2019-2025 supports development and optimisation of Council owned assets for the benefit of the boroughs economic areas. The three overarching objectives in the strategy are:
 Priority 1 - Support local neighbourhoods and town centres to thrive and to be inclusive and resilient places. Priority 2 - Champion and support local business and social enterprise in Hackney and protect and maximise the delivery of affordable workspace in the borough. Priority 3 - Connect residents to high quality employment support and opportunities to learn new skills, get good quality, well paid work and progress their career throughout their working life.
The Town Centre Sites Programme will deliver on all three objectives by helping to support high streets and town centres to diversify and thrive and be resilient, especially in light of

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		current pressures on the performance of retail and the acceleration and continued growth of online shopping, the need to increase the provision of affordable workspace and to provide new employment opportunities in our town centres.
9	AHI S104 Wellbeing Network	RESOLVED:
		The Cabinet Procurement and Insourcing Committee agreed to: 1. The procurement of the Integrated Mental Health Network service commencing on 1st July 2023 for a period of up to four years, at a maximum value of £5,400,000 (£1,350,000 per year).
		2. A three month extension of the existing contract for the Integrated Mental Health Network service with Mind - City, Hackney and Waltham Forest until the end of June 2023 at a cost of £336,062.50 (£1,344,250 annual equivalent).
		REASONS FOR DECISION
		Building on the successes of the existing service, the redesigned Integrated Mental Health Network will further improve the coordination of services whilst also more effectively targeting those with the greatest need.
		The proposed service will provide holistic, innovative and evidence based mental health support to people with complex mental health problems to improve their wellbeing. These interventions will include talking therapies, 1:1 coordination, support groups, education sessions, activities, digital interventions and practical support. The support offered will be holistic, person centred support, including a strong emphasis on service user choice and

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10	FCR S118 Hackney residential on-	RESOLVED:
		 mental health services to long-term wellbeing and independence. The Integrated Mental Health Network will deliver improvements in mental health and wellbeing outcomes for City and Hackney residents. This should also lead to a reduction in secondary care admissions and risk of crisis. It should also lead to a reduction in dependence on other local support services. Mental health is closely linked to issues such as employment, substance use, poverty and experience of trauma. By providing holistic mental health support to residents, the service should have a positive impact on employment, payment of bills and dependence on local support services. Another key aim of the service is to contribute to a reduction in health inequalities, which will be achieved by targeting residents with complex needs, as well as through the design and range of interventions provided, ensuring they are tailored towards the communities with the highest need and barriers to accessing mental health support. The primary target population group for the service will be City and Hackney residents with high and complex mental health needs, who are ineligible or too complex for primary mental health services but do not meet the threshold for secondary care, something that has been identified as a gap both locally and nationally. The service will also use its infrastructure and expertise to facilitate the development of community based, lower level and preventative mental health interventions. Excellent partnership working and coordination will be a priority for this service.
		control and, where appropriate, will be delivered in partnership with other relevant support services. The ultimate goal is to enable the resident to successfully move on from needing

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street Electric Vehicle Charging Points Contract award	The Cabinet Procurement and Insourcing Committee agreed to:
	Award the delivery and concession contract to:
	Bidder C- for Contract 1- Rapid charges
	 Bidder G- for Contract 2&3 Fast and slow charges
	 Do not award contract for Contract 4- Fleet charges
	• Enter into a Concession Contract and other ancillary legal documentation relating thereto for the installation of electric vehicle charging points under terms as shall be agreed by the Director of Legal, Democratic and Electoral Services, and authorise the Director of Legal, Democratic and Electoral Services to prepare, agree, settle and sign the necessary legal documentation to effect the proposals contained in this report.
	• Note that a recommendation will be made to Cabinet that surplus revenue generated by the EV charge points is used to support active and sustainable travel projects that support the Council's wider aims to reduce private vehicle use. "Surplus revenue" will mean any monies left over after covering lost income and direct staff costs relating to managing the project. This report is dependent on the successful outcome of the separate decision on additional resource for staff costs.
	REASONS FOR DECISION

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The published report outlines the procurement process for securing long term partner
supplier/s using a Competitive Procedure with Negotiation procurement route, and entering into a Concession contract for borough wide electric vehicle charging infrastructure in Hackney.
Through the borough-wide electric vehicle charging points rollout - as well as additional policies to restrict private petrol and diesel motor vehicles - the Council aims to achieve the following objectives:
 Reduction in overall motor vehicles ownership in the borough Increase in proportion of electric vehicles, through encouraging the transition of remaining vehicles to EV
The two main factors deterring people from switching to electric vehicles are anxiety around charging and battery range. By providing a high supply of EVCPs, we anticipate an increase in the likelihood of residents switching to EVs. It is recognised that complementary policies aimed at restricting car ownership, of any sort, will also be needed to achieve a reduction in car ownership overall. For this purpose, we aim to create a charging infrastructure that will drive demand, rather than follow demand.
Council to date has 303 charging points, meeting in 2018 Mayor Manifesto Commitment for everyone in the borough to be 500m from an EV charge point.
The Council wants to be more ambitious and accelerate the switch to EVs through a number of measures, including parking restraint measures, as well as a high provision of EVCPs. With the right set of measures, the Council can influence the adoption of EVs in line with the projection in the figure below, which sees the supply of EVCPs leading the demand. For this purpose, the provision of the 2041 EVCP requirements of 3,000 charging points ahead of time will address consumer anxiety around availability of charging. The Council proposes to supply the 2041

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requirement by 2030.
The long term contract and partnership style promotes cooperation between the supplier and the Council and will allow for a partnership delivery approach. The Council and its appointed partner/s will share responsibility for delivery, tariff setting, profit sharing and risk management.
A Concession based contract will include the provision of infrastructure of electric vehicle charging points for the borough which is fully funded by the partner/s, with flexibility to amend the contract and allow the Council to contribute any government grants received into the scheme so as to enable the Council to secure wider community benefits for the borough through this contract.
The recommended partners bids exceed the expectations set out in the Invitation to Tender specification, offering the Council fully funded infrastructure for electric vehicle charging points across the borough and a share of income. The total expected revenue/profit share expected from the 15 years concession contract per Contract 1-3 are included in Appendix 1.The selected bidders have also completed the Employment and Skills Plan for 2022/23 for each Contract, listed in Appendix 2. The submitted plans explain the added economical value to the borough with the number of jobs created, apprenticeships and opportunities for local skills and development which this project is looking to deliver.
Awarding the contract will significantly contribute to the Climate Action Targets for the borough and reduce the impact of high polluted emissions from fossil fuels vehicles. The project is identified in both the current Air Quality Action Plan and Borough-wide Emission Strategy, and Transport Strategy. The outcome and the impact on improving air quality from less polluted vehicles will be measured as part of the wider air quality assessment for the borough, along with other sustainable transport measures, such as Low Traffic Neighbourhoods and School Streets.

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11	External Advertising Contract Extension - Business Case 2022 general exception	RESOLVED: The Cabinet Procurement and Insourcing Committee agreed to:-
		a) Accept the assessment findings in this Report; and b) Agree to tender a new digital only concession contract for external advertising for a maximum period up to 10 years, with the option to extend for a further 5.
		REASONS FOR DECISION
		This paper seeks to provide updated findings to the committee as a result of assessment work undertaken by the Council during 2021 including;
		1. providing the assessment outcome of a Planning Performance Approach [PPA] review of all of the current external advertising sites
		2. Provide feedback from internal and external stakeholders in relation to the current and future contracts.
		3. Provide an overview of the potential revenue this concession contract could generate.
		4. Highlight the importance of the Out of Home [OOH] channel as part of the Council's communication mix, specifically focussing on emergency and service change information.
12	General Exception- Security Framework Extension	RESOLVED:
		The Cabinet Procurement & Insourcing Committee agreed to:
		The extension of the current Corporate Security contract with CIS Security Ltd to cover

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the period 4th August 2022 to 3rd August 2023.
REASONS FOR DECISION
The current contract between the Council and CIS Security Limited, which has a 4 year term and commenced on 4th August 2018, will expire on 3rd August 2022. The development of a business case is well underway but will not be concluded with the opportunity to present to the Cabinet Procurement & Insourcing Committee before contract expiration.
 The security framework comprises three service lots. The three lots are: Lot A. Civic buildings security including guarding, key holding and alarm response Lot B. Vacant Premises & Estate security Lot C. Residential concierge service
The proposed extension will allow officers to conclude a full and exhaustive options appraisal including realignment of resources, redevelopment of remit and service model to better serve the current and future needs of the Council. In turn it will provide suitable and sufficient time for the decision making process and mobilisation of a new service. This period would also be used to implement the appropriate service structure and tools required to deliver an in-house service if it becomes apparent that this option is viable, practicable and offers best value for money for Hackney. It will also allow suitable consultation with Council tenants and leaseholders in relation to the future provision of the concierge service element of the framework. With the approval of the extension, the end date of the contract will be 3rd August 2023. Exhaustive work has been done on the insourcing of the security service and the extension will allow that full investigation to be completed, the outcome of which will soon be presented to Cabinet.
In 2021/22 the annual cost of contracted security services across the Council was £2.557M for

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	Civic building security, £2.143M for Vacant premises & estate regeneration security and the Concierge service cost was £1.264M. The service will continue to be funded from service budgets and resident recharges for concierge service. This report's primary objective is to obtain approval for an extension in order to meet Council's responsibility of providing a secured environment for staff and customers visiting Council premises as well as secure the Council's housing estates.
	Corporate Facilities Management is leading on a joint business case development with Housing for a new security service and some of the delays experienced during the options appraisal have necessitated the extension of the current contract.
	The pandemic presented unprecedented challenges and demand on the Council. The primary focus for Facilities Management for much of that time was the implementation and management of safe work environments in line with constantly developing Government guidance. In so doing the Council was able to continue making Services safely accessible and available to residents as well as providing staff with sufficient assurance.
	FM worked closely alongside all Council Services, the team listened to and engaged with staff to overcome notable barriers, such as staff anxiety about returning to the office. Safety was always at the forefront of arrangements and approach. However, the team strived to ensure that working arrangements maximised opportunities for Services to carry on BAU within the workplace, despite the significant constraints placed on the Council by the pandemic. These have included developing/changing one way systems, monitoring ventilation/CO2 levels and introducing enhanced cleaning protocols, such as dedicated cleaners for shower facilities to encourage wider staff cycling as an alternative to public transport and a new fire strategy in line with flexible working.
	The pandemic had impact on the resource for business case development of the security

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service, but officers have at length assessed insourcing the security framework over the course of the last 18 months, including dissecting the service into factions.
The Security service played an important role in Facilities Management and indeed wider Council pandemic response. The flexibility and fluidity of the service enabled swift deployment and mobilisation of the pan-borough PPE hub, Foodbanks, test & vaccine centres, and COVID Temporary Accommodation sites for some of the borough's most vulnerable.
The contracted service has performed well in meeting its targets and objectives to ensure council buildings are safe, secure and welcoming in readiness for public and staff daily. The service has also risen in successfully meeting many challenges with high profile events such as the Local and Mayoral elections. The service provider employed maximum flexibility in delivering a high calibre service for these event programs, as well as supporting the COVID secure GLA election so that residents were able to cast their votes in a safe manner in each of the 130 polling stations across the borough.
On this basis, officers certainly see value in insourcing the security service. However the business case development has been met with many key challenges that officers have proactively worked to overcome. These have been centred on risk, the workforce, business strategy and finance.
Not to extend the contract would result in suspension of a security service to 27 Council premises, 13 residential blocks, 13 regeneration sites, which in turn would subject visitors, staff and vulnerable persons to undue risks. As well as predominant security and safety risks, there would be a notable reputational impact to the Council derived from front-facing facilities, ranging from core sites such as the Hackney Service Centre, to Hackney Libraries, to socially and geographically embedded Hackney Community Halls and Opportunity hubs.

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		The absence of a contract would however have immediate impact on effective venue hire of spaces such as Hackney Town Hall, the ability to uphold the terms of hire to the public and as such diminish revenue income generated. It would also mean that the Council would not be able to fulfil its delivery of concierge services for which the full cost is recovered from residents.
13	Energy contract Award report: Renewal of Gas and Electricity supply contracts - 2022/23	 RESOLVED: The Cabinet Procurement and Insourcing Committee agreed to: a) Note the outcome of the purchasing arrangements which have placed Supply contracts with the Energy companies as follows: 1. The Half Hourly, Non-Half Hourly and Unmetered Electricity Supply contract is awarded to Total Gas & Power at an estimated value of £12.8m 2. The Gas Supply contract is awarded to Total Gas & Power at an estimated value of £4.7m. 3. A further £0.9m will be incurred in Climate Change Levy (CCL) payments on the bill. b) Note the indicative aggregate cost impact for Hackney, including Housing and Schools, from these tender awards is a 77% increase against last financial year's projection, the actual impact will be monitored via OFP.

This report provides the Cabinet Procurement and Insourcing Committee with the results of the "risk managed flexible purchasing" exercise carried out on behalf of the Council by LASER between October 2021 and March 2022 for all gas and electricity supplies to secure a twelve month contract.
The current contract prices for all supplies include those large (HH) Half Hourly electricity supplies including Unmetered (UMS) public street lighting, all gas and small (NHH) Non-Half Hourly electricity supplies for the year commencing 1st April 2022 to 31st March 2023 that were presented to the Council during May 2022.
For this year's supplies, the electricity contract was procured with 100% of its volume from renewable sources at £0.495ppkWh.
The contract for all supplies is for a twelve month period commencing from April 2022 to March 2023.
2020 was set to be the low point in the energy price cycle but this was extended by the pandemic with its resultant reduction in demand. As the world economy recovered, energy prices accelerated faster than predicted partly due to the loss of capacity during the extended low cycle of prices. The situation in 2021 was exacerbated by political intervention in the market, particularly by Russia withdrawing capacity, 2022 has been dominated by the impacts of military action in Ukraine and the resultant sanctions which have disrupted supply, a situation that is still unfolding.
For the 2022/23 energy supplies contract, the Council has been partially sheltered from the worst energy prices by the flexible purchasing process with 95% of the energy purchased before the end of 2021. The outturn of the next purchasing round which begins in October 2022

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		will very much depend on how the geo-political situation develops.
		The Council will explore the adoption of PPAs going forward, this will also help with smoothing the price volatility of Electricity. If Electricity is procured via PPAs, the Council will continue with LASER to procure energy for the gas contracts and any residual electricity required.
		As work to decarbonise Council buildings, including schools, progresses, this will shift demand from gas into electricity although the total kWh in aggregate will fall.
14	Insourcing Annual Briefing Report: In house provision of cleaning services to Hackney BSF Schools	This item was withdrawn from the meeting agenda.