



## **ADVANCED PUBLICATION OF REPORTS**

This publication gives five clear working days' notice of the decisions listed below.

These decisions are due to be signed by individual Cabinet Members  
and operational key decision makers.

Once signed all decisions will be published on the Council's  
Publication of Decisions List.

- 1. MERIDIAN WATER SECURITY CONTRACT (Pages 1 - 14)**

This page is intentionally left blank

**MUNICIPAL YEAR 2019/2020 REPORT NO.****ACTION TO BE TAKEN UNDER  
DELEGATED AUTHORITY****PORTFOLIO DECISION OF:**

Cllr Nesil Caliskan, Leader

**Agenda – Part: 1****KD Num: 4910****Subject: Meridian Water Security Contract****Wards: Upper Edmonton**

Contact officer and telephone number:

Tel: 02081321680, Email: [Oycan.sozcu@enfield.gov.uk](mailto:Oycan.sozcu@enfield.gov.uk)**1. EXECUTIVE SUMMARY**

- 1.1.** The expanding portfolio of Council owned land across the Meridian Water development has emphasised the need for site-wide security provision. Vacant plots of land are vulnerable to the risk of criminal activities and trespassing.
- 1.2.** Security thus far has been fragmented with a large area being provisioned through managing agents Glennys expensed to the revenue accounts.
- 1.3.** The Procurement and Commissioning Hub approved procurement of a provider via the ESPO framework on 11<sup>th</sup> June 2019 to re-procure a security company that mitigates risks and enables the cost to move to capital accounts from the revenue accounts.
- 1.4.** A mini competition conducted through the framework returned four bids from which Bidder A has been selected the successor based on the cost and quality reflected in their proposal

**2. RECOMMENDATIONS**

It is recommended that the Leader of the Council approves;

- 2.1** the appointment of Bidder A to provide security services across the Meridian Water site, ensuring the Council protects its assets, ensures the safety of residents and increases the flexibility of provision.
- 2.2** See Part 2

### **3. Background to Meridian Water**

- 3.1. Enfield Council's flagship regeneration programme, Meridian Water, located between Edmonton, Tottenham and Walthamstow, situated next to Lee Valley Regional Park is scheduled to deliver approximately 10,000 homes and 6,000 jobs over 20 years. Leading as the Master Developer on the scheme the Council has acquired 37 hectares; 68% of developable land for which Council is responsible.
- 3.2. Galliford Try Partnerships has been appointed to deliver the first phase of the 725-1,000 homes within the Willoughby Lane site. With outline planning permission granted, works will begin towards the end of 2019. The Meridian Water Train station constructed as part of the scheme began operating in June 2019. Planning application and procurement process for Phase 2 is in progress to unlock the delivery of 2,300 homes.
- 3.3. The Council has been successful in a bid for Housing Infrastructure Fund (HIF) Funding securing £156 million, to support the delivery of Strategic Infrastructure Works (SIW) facilitating the development of thousands of homes. SIW will include a central spine road, several bridges, flood alleviation and remediation.
- 3.4. The current security provision costs for Meridian Water sites, owned by the Council are covered by the Revenue Account through the use of the Councils property agents. Security for the Meridian Water Capital Assets will be moved to a Capital Account as part of this procurement.

#### **Security Concerns**

- 3.5. Situated in Upper Edmonton, the Meridian Water site is exposed to common criminal activity within the Upper Edmonton ward. 3,569 crimes were reported to the Metropolitan Police in 2018 with 915 crimes reported between January and March 2019. The Council are employing security guards and ensuring assets and residents are protected due to concerns raised by the local community, particularly around the station. Lacking the necessary security provision, the Meridian Water site would become susceptible to unauthorised access resulting in damages to machinery/operations, trespassing etc. Previously the site has been vulnerable to traveller incursions and significant fly-tipping. Such activity could damage the reputation of the Council, cause delays to development and generate unnecessary expenditure.
- 3.6. Fly-tipping is a historic issue; in July 2017, the Council in response to the increase in fly-tipping on its Green Spaces sought an injunction to protect the land it owns. Fly tipping causes huge clear up costs and impacts community relations

#### **Current Status of Sites**

- 3.7. It has been made clear throughout this procurement process that the contract and expected service delivery is not static, flexibility in service

delivery is key and scope of security requirements will vary according to site occupancies and activation. The Council will ensure that as sites are occupied by either permanent or meanwhile use security and security costs will be reduced whilst ensuring Council assets are protected by handing over security to the new tenant and occupier.

3.8.

The following map highlights the Council's land ownership with a red line boundary presenting the scope of the development.



A – Willoughby Lane, B – Teardrop/Meridian Way, C – Leeside Road, D – Orbital Business Park, E – Phoenix Wharf, F – Ikea Clear, G – VOSA, H1 – Stonehill Estate, H2 – Harbet Road, I – Anthony Way, J – *Hastingwood Industrial Estate (acquisition to be complete July 2020)*

### Security Expectations

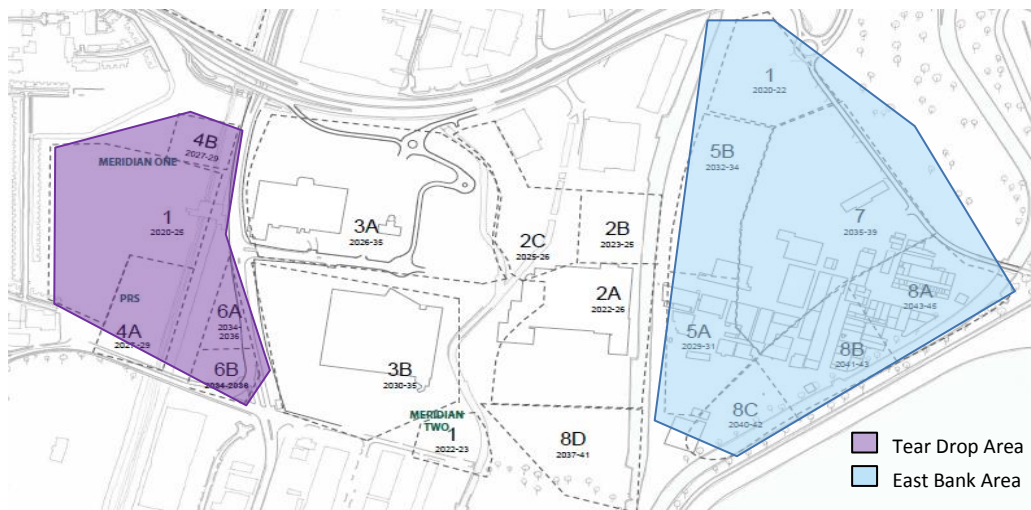
3.9.

Based on the current status of sites detailed above the following table gives an indication of potential security requirements of sites over the three-year planned security contract period:

Site			Potential Requirements over 3 years	
			Security From:	To end of:
Willoughby Lane		Tear Drop	Oct 2019	Aug 2020
Tear Drop	North		Sept 2019	May 2020
	South		Sept 2019	Oct 2020
Train Station Public Realm			Sept 2019	Sept 2022
Leeside Road			No security required	
Orbital Business Park			No security required	
Ikea Clear			No security required unless tenants	

			vacate
Phoenix Wharf			To be covered via East Bank/Stonehill security regime
Vosa			To be covered via East Bank/Stonehill security regime
Stonehill Estate		Sept 2019	Dec 2019
Harbet Road			No security requirement assuming all sites have been let at time of appointment
Anthony Way	4 Anthony Way		To be covered via East Bank/Stonehill security regime
	7 & 11 Anthony Way		No requirement
Hastingwood Industrial Estate			No security required unless tenants vacate

- 3.10. Focus has been assigned to the Tear Drop and East Bank areas as a reflection of current requirements. Security is currently not currently required in the centre of the Meridian Water site as we have tenants, owners and occupiers in this area providing their own security. The contract allows us to change the security cover should circumstances allow. The current areas are identified below.



As a minimum the expectation of the appointed contractor is to provide 24 hour/365 day a year service at pre-identified sites to prevent criminal activity, fly-tipping, incidents and incursion of rough sleepers through the application of controlled access, patrols, responding to incidents, surveillance and static guarding. Bidders were expected to be able to provide as a minimum; Security Guards, Mobile CCTV units, Barrier Control, Canine provision, vacant premises solutions and 24-hour control with emergency response.

- 3.11. The appointed supplier will be managed on a day to day basis through the Meridian Water Managing Agent with Council officers leading on the overall management through monthly reporting. The Council will expect the appointed supplier to advise on opportunities to streamline provision and reduce costs whilst maintaining the expected service.

### **Evaluation**

- 3.12. ESPO framework 347 Security Services London Lot had been selected to progress the procurement exercise as advised and approved by P & C Hub. A mini competition was conducted with site visits and presentations offered to Bidders to ensure a well-rounded understanding of the Meridian Water site and expectations from the service. Four members of the Meridian Water Team and member of the Strategic Property Services evaluated and scored the responses set out in the evaluation criteria. The Council procurement team moderated the scored and undertook the pricing evaluation.
- 3.13. Bidders were offered the opportunity to participate in a site visit comprising of half a day at site; walking the parameters, receiving a presentation on future plans and the opportunity to ask questions. Each bidding provider attended, and all questions were responded to through LTP to ensure fairness in the process. Bidders were also given the opportunity to request independent site visits, as a result two bidders also visited the site independently.
- 3.14. Bidder submissions were evaluated on price and quality; price having a 60% weighting and quality 40% weighting. Quality evaluation was based on responses to nine questions exploring skill levels, competencies, previous experiences and implementation plans. The pricing evaluation was based on bidders' proposals for one year of security provision across the site based on an anticipated schedule of site occupancies provided through the specification with view of understanding their approach to security requirements of the site and levels of provisions proposed.
- 3.15. The bidder scores were as follows:

<b>Bidder</b>	<b>Quality Score (40%)</b>	<b>Price Score (60%)</b>	<b>Total Score</b>
Bidder A	31.68%	54.03%	85.71%
Bidder B	14.32%	60.00%	74.32%
Bidder C	28.16%	33.05%	61.21%
Bidder D	23.76%	34.34%	58.10%

The winning bidder (A) in their quality responses were able to demonstrate the level of capability, capacity and experience sought to provide security measures across the Meridian Water development. An excellent score was awarded for their staffing, selection and training process, approach to health and safety, officer licencing and accreditations, transparency of KPI monitoring, ability to provide real time management of security patrolling and internal monitoring procedures. The Bidder scored above average for their resourcing plan, approach to public safety, provision of a detailed implementation plan and understanding of site requirements, previous experiences securing meanwhile sites, incident and fly-tipping handling

procedures, approach to CCTV monitoring and approach to working closely with the Council to remain flexible and adapt to the phased delivery of the Meridian Water scheme. In all other areas the supplier met the requirements of the specification this included their approach to TUPE, staff progression, onsite training and handling absenteeism. Property Services colleagues had reservations regarding the general responses to this procurement as they had received better response when undertaking similar procurements. This was as the evaluation team were impressed with their readily available pool of staff to draw from.

- 3.16. Bidder A ranked second on the price criteria, however it is worth noting that the highest scoring bidder (B) when costing for anticipated provision throughout the first year of service did not factor in the Tear Drop area, so didn't meet the specifications requirements.
- 3.17. Bidder A's pricing schedule reflected a combination of manned and physical infrastructure deterrents. The proposal assigned manned guards and CCTV monitoring to the East Bank area and physical deterrents in the Tear Drop area. As part of the mobilisation plan Meridian Water officers will update the successful bidder on current security requirements to ensure the right provision is in place at initiation.
- 3.18. In order to ensure quality of delivery by Bidder A performance measures have been built in to the terms of appointment measuring; training and licensing, Incident handling, alert checks, prevention of fly-tipping and unsociable activity, handling of rough sleeping and communication. Bidder A will feedback on these measures via reporting reviewed at monthly meetings with Meridian Water team officers. Terms of References will be created for these meeting covering performance indicators, site status and ongoing implementation plans. Colleagues with technical understanding of security will be invited to these review meetings. Clauses have been included in the agreement to enable a break on six-month notice should quality of delivery be compromised. This is in response to Property Service colleagues' reservations.

#### **4. ALTERNATIVE OPTIONS CONSIDERED**

Using internal resources had been considered and discounted based on insufficient capacity.

#### **5. REASONS FOR RECOMMENDATIONS**

Bidder A demonstrates the required expertise and experience to provide the security cover specified within this report and have been procured through the OJEU compliant ESPO framework.

#### **6. COMMENTS FROM OTHER DEPARTMENTS**

##### **6.1. Financial Implications**

See Part 2



## **6.2. Legal Implications**

- 6.2.1 Section 111 of the Local Government Act 1972 permits local authorities to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of their functions.
- 6.2.2 In addition, the Council has a general power of competence under Section 1(1) of the Localism Act 2011 to do anything that individuals may do, provided it is not prohibited by legislation and subject to Public Law principles.
- 6.2.3 The Transfer of Undertakings (Protection of Employment) Regulations 2006 “the Regulations” will apply if a relevant transfer occurs. A relevant transfer takes place where a client engages a contractor to do work on its behalf; engages a different contractor to that work in place of the first contractor; or brings the work in house (a service provision change) regulation 3(1)(b) of the Regulations. If TUPE applies, the Council will need to act as a facilitator in ensuring that the incumbent provides the employee liability information to the incoming supplier.
- 6.2.4 The Council must ensure that it has complied with all the requirements of its Constitution and CPRs in tendering for the said service. The Council must also comply with its obligation of obtaining best value, under the Local Government (Best Value Principles) Act 1999.
- 6.2.5 All legal agreements in relation to this matter shall be in a form approved by the Director of Law and Governance.

Legal implications provided by WT 12/9/19

## **6.3. Property Implications**

- 6.3.1 There are no direct property implications from this report however Strategic Property Services assisted the Meridian Team with the tender and evaluated all bids identified in this report.
- 6.3.2 Whilst the preferred bidder identified in this report is being recommended as the best option, Strategic Property Services have reservations about the overall quality of all bids submitted.
- 6.3.3 If the chosen bidder is appointed the Council need to ensure the contractual arrangements are continually managed and reviewed regularly to ensure quality of service.

## **6.4 Procurement Implications**

- 6.4.1 The procurement was undertaken using the London Tenders Portal (ref DN422669).
- 6.4.2 As the contract is over £250k the service must ensure that sufficient security has been considered.

- 6.4.3 The service must ensure that authority to procure has been obtained and must be uploaded onto the London Tenders Portal.
- 6.4.4 The award of the contract, including evidence of authority to award, promoting to the Councils Contract Register, and the uploading of executed contracts must be undertaken on the London Tenders Portal including future management of the contract.
- 6.4.5 The awarded contract must be promoted to Contracts Finder to comply with the Government's transparency requirements.

## **7. KEY RISKS**

- 7.1 There a risk of a challenge from one of the other bidders if the process isn't compliant with the Council Procurement process. This Procurement has been undertaken using the London Tenders Portal (ref DN422669) through the ESPO framework 347 Security Services London Lot. The Councils Procurement Team have monitored and advised this process ensuring that the process is compliant.
- 7.2 Performance/Contract management is a Risk if not managed effectively. The Meridian Water Team will continually monitor outcomes and will ensure that the new provider secures the Council land assets at Meridian Water.

## **8. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

Securing the Meridian Water site will enable the uninterrupted delivery of the Meridian Water programme impacting the Council's priorities as follows;

- 8.1. **Good homes in well-connected neighbourhoods**  
Meridian Water will provide high quality and sustainable homes to meet the diverse housing needs of the borough and London. Meridian Water will deliver high quality public spaces in a well-connected neighbourhood through improvements in both street and rail networks improving accessibility and increasing the frequency of services as well as reducing travel times not just for those living at Meridian Water, but for surrounding communities in Edmonton.
- 8.2. **Sustain strong and healthy communities**  
Meridian Water will provide social infrastructure allowing opportunities for the local community to partake in healthy lifestyle choices with access to leisure centres, a cycle network and access to high quality public open spaces. Meridian Water will encourage walking and cycling and use of sustainable transport modes.
- 8.3. **Build our local economy to create a thriving place**  
Meridian Water will bring economic growth, support, inward investment, and create new jobs and build a strong and sustainable future for the local community. The development will be aligned with the three pillars of placemaking for Meridian Water, including 'Mixing uses; animating streets. This will ensure that the area is a lively place to complement and strengthen the local economy. The proximity to the station and attractive public realm will encourage people to visit and enjoy the area.

**Background Papers**

None

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank