

**NORTH SOMERSET COUNCIL  
DECISION**



DECISION OF: COUNCILLOR DAVID PASLEY, EXECUTIVE MEMBER FOR HUMAN RESOURCES AND ASSET MANAGEMENT, CAPITAL PROGRAMME AND TRANSFORMATION PROGRAMME  
IN CONSULTATION WITH: MALCOLM COE, SECTION 151 OFFICER, JONATHAN KIRBY, HEAD OF MAJOR PROJECTS AND MARK RODDAN, HEAD OF PROCUREMENT  
DIRECTORATE: CORPORATE SERVICES

**DECISION NO: 2018 / 2019 CSD09**

**SUBJECT:** Procurement Plan for the Demolition of the Police station in Weston-super-Mare

**KEY DECISION:** NO

**BACKGROUND:** The Executive at its meeting of the 23 June 2015 approved the acquisition of the Weston Police Station and Magistrates Court premises as part of emerging proposals for the regeneration of the town centre.

**DECISION:** It is requested that this Procurement Plan be approved to proceed, to tender for a contractor to demolish the Police Station in Weston-super-Mare.

**REASONS:**

**Introduction:** The council purchased the Police Station and former Magistrates Court in Weston-super-Mare in March 2016 as part of the proposed regeneration of Weston Central. The acquisition of the former police headquarters and magistrates court is part of the regeneration area known as "Walliscote Grove". The council are exploring future options for the site, as part of this regeneration, however there are benefits to the council to clear the site whilst this work is progressing:

- Market attractiveness to developers through having a cleared site
- Concurrent phasing of project to ensure timely delivery of regenerated site
- Reduction in revenue cost for servicing a vacant building
- Site security
- Removal of materials, such as asbestos, to avoid future risk in a deteriorating building
- It has been agreed that the council would utilise its formal tender process to identify a contractor to demolish the structures.

Due to the nature of this being a one-off procurement there is no current contractor and subsequently any TUPE considerations.

### **Commissioning Plan**

The Commissioning plan that supports this procurement plan has been agreed, signed off and is attached.

### **Requirement**

North Somerset Council require a suitable contractor to demolish the Police Station in Weston super Mare, to clear the site. The demolition will only happen after all the pre-demolition works and necessary planning requirements have taken place.

There is no requirement to Lot the contract given the need for a single contractor to action the role of demolishing the building.

### **Route to market**

The council have considered a range of procurement routes, from open tender through to use of existing frameworks. Early exploration of a framework option was considered, however; it was decided to separate out the demolition into smaller contracts for the removal of asbestos, site surveys, planning etc to secure greater value for money by utilising an open competitive procurement process.

This open tender, given the estimated value of works, supports the Council's Local Supply Policy through actively encouraging bids from local providers.

We will use the Council's Procurement Portal to advertise the opportunity alongside an advert in the governments website 'Contracts Finder'. The Open Tender process also meets the timings needed by the council to commence the works.

In order to prepare the market for this procurement, an advert was placed on the portal in June to invite expressions of interest. All contractors who express an interest will be prompted once the tender has been advertised.

### **Timescales**

This is an agreed timeline of the tasks that need to be achieved in order to progress to the demolition of the building. This also includes the timings for the procurement and award steps.

<b>Task</b>	<b>Timescale</b>
Asbestos Survey carried out and results received	March 2018
Removal of the Asbestos	Late June – Mid August 2018
Planning Application preparation and approval (Atkins Architects)	May - End September 2018
Commissioning Plan	June 2018
Lead survey (Willmott Dixon)	July 2018
Procurement Plan	July 2018

Technical specification developed (Pick Everard)	May – End June 2018
Procurement Process	Late July – End September 2018
Contract Award	October 2018
Works commence	November 2018

## **Governance**

The project is being governed through the councils Major Project delivery framework. A project team of council officers, from across council departments such as procurement, Major Projects and Finance; are working jointly with our externally appointed consultants Pick Everards, who are working on the technical specifications and contract management. Both the Leader of the Council and the Executive Member for Human Resources and Asset Management, Capital Programme and Transformation Programme have been consulted with regularly, both with regards to the timescales and the development of the project.

## **Market/suppliers**

The market notification advert has highlighted that there is a high level of market interest in the contract, including a number of local suppliers.

## **Social Value, Sustainability & VCSE**

It is recommended that in line with the Guide to Social Value produced by the Strategic Procurement Service that we should build elements of social value into both the specification and 10% of the evaluation criteria should be given to ascertain what social value the contractor can offer to the council. Pick Everard are considering this within their specification. The following prompts will be highlighted within the tender documents for each contractor to consider within their quality response:

- ❖ Increased employment to local people
- ❖ Increased use of local supply chain
- ❖ Recycling of materials
- ❖ Reducing negative and promoting positive environmental impacts
- ❖ Developing cultural heritage

## **Evaluation Criteria**

Following the completion of the Pre-Qualification assessment, the evaluation weightings have been set at 80% price and 20% quality. A number of scenarios have been modelled to ensure this meets the councils value for money criteria, prior to agreeing these criteria. With regards to quality, a minimum quality threshold has been set and accreditations to be held by suppliers will be checked at the pre-qualification stage.

## **Pre-qualification**

There are a number of pass/fail requirements as part of the pre-qualification assessment. These include:

- Finance checks
- Health & Safety
- Equalities & Diversity
- Insurances
- Association with a recognised demolition body
- Technical ability/references – minimum of five demolition contracts on a similar scale (size of building and location) over a maximum ten-year period

### **Pricing Evaluation – 80%**

For evaluating the overall price from each bidder, we will be using the pricing evaluation tool that is recommended by the Strategic Procurement Service, widely used within the council and been agreed at project level.

The tender with the lowest total price will receive the maximum score of 100% (weighted at 80%) and the prices of all other tenders will be expressed as a percentage of the maximum score.

### **Quality Assessment – 20%**

All contractors that pass the initial checks will have their remaining tender evaluated for both their qualitative method statements and their price. The following areas will be covered as part of the quality assessment:

- Method statement detailing the demolition process recommended
- Timeframe – schedule of activities from start to finish
- Mobilisation – ability to start the project
- Social value with prompts around transportation, recycling, local supply and environmental consideration

For the first three areas above, we have set a minimum score requirement of 3. Any tender that is scored 2 or less for these questions will be disqualified.

The scoring matrix being used is the following:

<b>Score</b>	<b>Classification</b>	<b>Award Criteria</b>
5	Excellent	A response that inspires confidence; specification is fully met and is robustly and clearly demonstrated and evidenced. Full evidence as to how the contract will be fulfilled either by demonstrating past experience or through a clear process of implementation.
4	Good	A response supported by good evidence/examples of the Bidders' relevant ability and/or gives the council a good level of confidence in the Bidders' ability. All requirements are met and evidence is provided to support the answers demonstrating sufficiency, compliance and either actual experience or a process of implementation.
3	Satisfactory	A response that is acceptable and meets the minimum

		requirement but remains limited and could have been expanded upon.
2	Weak	A response only partially satisfying the requirement with deficiencies apparent. Not supported by sufficient breadth or sufficient quality of evidence/examples and provides the council a limited level of confidence in the Bidders' ability to deliver the specification.
1	Inadequate	A response that has material omissions not supported by sufficient breadth and sufficient quality of evidence/examples. Overall the response provides the council with a very low level of confidence in the Bidders' ability to deliver the specification.
0	Unsatisfactory	No response or response does not provide any relevant information and does not answer the question.

### **Pricing schedule**

The pricing schedule has been put together by our consultants Pick Everard and forms part of the National Federation of Demolition Contractors (NFDC), the demolition contract proposed for the work. It is formed within a schedule of works and a prelims document that requires the bidder to consider each activity and price accordingly. In conjunction with the evaluation panel, Pick Everard will consider the pricing schedules received and will assess their accuracy and request clarifications where necessary.

### **Evaluation panel**

The Procurement Manager along with the Health & Safety Manager and our consultant from Pick Everard will initially assess the Selection Questionnaire section of the submitted tenders. Those tenders that make it through the pass/fail section will be evaluated by a multi-disciplinary panel of evaluators. The evaluation panel will comprise of the Head of Major Projects, Strategic Project Manager and our consultant from Pick Everard. The Procurement Manager will facilitate this process.

### **Final Stage**

Following the evaluations of the tender and in line with timetable above the evaluation panel will seek approval to award the contract and as such approval to spend.

### **Contract Management**

The contract being used is the nationally recognised National Federation Demolition Contract. This has been prepared by Pick Everard.

Once the contractor has been appointed and the demolition commenced the Pick Everard Consultant, recruited as the Principal Designer and Employers Representative will manage the contract until its completion.

### **OPTIONS CONSIDERED:**

As detailed above (route to market) the Scape contract was considered, but rejected based on the quotation received and the considered ability internally to break down the project

into distinct requirements that would be sourced individually or managed internally. The tender for the demolition of the police station is the remaining requirement of this project.

## **FINANCIAL IMPLICATIONS:**

### **Costs**

A loan of £1.7 million was obtained from Homes England for acquisition, demolition and preplanning costs. The profile of this budget is considered commercially confidential.

## **LEGAL POWERS AND IMPLICATIONS**

The Council has powers to manage its own assets in terms of the Local Government Act 1972 Part VII

## **CONSULTATION**

With members of the Council's Executive

## **RISK MANAGEMENT**

A full project risk register is live and will be updated throughout the project. The top 5 risks are identified below, and will be addressed through the procurement process methodology sections.

Risk	Likelihood (1-10)	Severity (1-10)	Score	Mitigating Actions	Post mitigation Likelihood (1-10)	Post Mitigation Severity (1-10)	Post Score	Risk Owner
Failure to secure a viable tender	3	6	18	Consultant team have produced a detailed spec and PTE.	2	3	6	Head of Major Projects
Failure to secure planning in project timeframes	3	6	18	Each application is judged on its merits; however, project team are in full open dialogue with the planning department.	2	6	6	Project Manager
Project Programme is significantly longer than anticipated	3	6	18	Dates and expectations within tender documents, project team aligned and focused. Contractor will be closely monitored for performance	1	6	6	Project Manager
Failure to comply with legal and H&S requirements	3	9	27	Project documentation and process has been selected upon industry best practice, whilst ensuring that value for money is achieved through the tender	1	9	9	Pick Everard
Demolition works within a sensitive setting; public area, grade II listed site and main highway	3	6	18	Methodology questions set within procurement documents, minimum quality thresholds set and accreditations required. On-going contract management by NSC and Pick Everard, including sign off for Building control and Planning conditions prior to and during contract	1	6	6	Project Manager

**EQUALITY IMPLICATIONS**

Have you undertaken an Equality Impact Assessment? Yes / No

An initial screening has taken place and there are no Equality Implications highlighted as a result of this procurement

**CORPORATE IMPLICATIONS**

None

**BACKGROUND PAPERS**

Perfect Circle Demolition of Walliscote Road Police Station: Feasibility report and Cost Plan  
CSD19 Preparatory works for the demolition of the former Weston Police Station  
CSD08 Commissioning Plan

**SIGNATORIES:**

DECISION MAKERS: COUNCILLOR DAVID PASLEY, EXECUTIVE MEMBER FOR HUMAN RESOURCES AND ASSET MANAGER, CAPITAL PROGRAMME AND TRANSFORMATION PROGRAMME

Signed: *David Pasley*

Title: *Executive Member*

Date: *31 July 2018*

MALCOLM COE, SECTION 151 OFFICER

Signed: *Malcolm Coe*

Title: *HEAD OF FINANCE + PROPERTY*

Date: *31 July 2018*

WITH ADVICE FROM: JONATHAN KIRBY, HEAD OF PROJECTS:

Signed: *Jonathan Kirby*

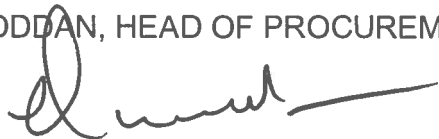
Title: HEAD OF MAJOR PROJECTS

Date: *31 July 2018*



MARK RODDAN, HEAD OF PROCUREMENT:

Signed:



Title: HEAD OF PROCUREMENT

Date:

31 July 2018 -

**Footnote: Details of changes made and agreed by the decision taker since publication of the proposed (pre-signed) decision notice, if applicable:**

