
Staites Coastal Strategy

Appendix R

Procurement Strategy

SCARBOROUGH BOROUGH COUNCIL STAITHES COASTAL STRATEGY PROCUREMENT STRATEGY

Scarborough Borough Council (SBC) recognises that the only successful recipe for the delivery of the actions arising from the *Staithe Coastal Strategy* is a partnership between the Client, Consultants, Contractors, Stakeholders and the local community.

The purpose of this paper is to propose a procurement strategy that moves partnering arrangements to the 'next dimension' by including the local community within the team, working alongside the client, contractor, designer and supply chain. It is only by empowering the community and providing them with a real stake in the delivery of this strategy that true added value and sustainability can be obtained.

CONSTRUCTION PARTNERSHIPS

In 1994, the Government commissioned a report by Sir Michael Latham, referred to as 'Constructing The Team'. This report severely criticised the construction industry for its lack of efficiency and its adversarial approach in dealing with its employees, clients, sub-contractors and suppliers. The central tenet of the report was that radical change was required in order for construction firms to survive and that the client should be at the core of the process. The general route recommended to achieve client satisfaction was through teamwork and co-operation.

The message from 'Constructing The Team' was further strongly reinforced by the Egan report 'Rethinking Construction' published in 1998. This report concluded that effective projects required clear, well run processes to eliminate waste and inefficiency in order to deliver the client's aspiration for a harmonious building or civil engineering project which also actually worked. The report stated that partnering was integral in helping to deliver such projects and to reduce adversarialism, which had confounded previous attempts to encourage better integration and cooperation between contractual partners in the construction industry.

The adoption of partnering to achieve better working relationships and deliver more efficient construction in terms of quality, customer satisfaction, timeliness in delivery and value for money has been well documented since publication of these reports. Partnerships have evolved from simple client / contractor charters through to complex arrangements including designers and supply chain, using a variety of methods to formalise and incentivise these agreements.

Contract Strategy

The contract strategy adopted by the Council for both its Consultants and Contractors appointments is to use the New Engineering Contract (NEC) making best use of the incentivisation and partnering options available to foster a team spirit.

The principal objectives of the NEC contracts are clarity, flexibility and a stimulus to good management:

- **Clarity:** The NEC uses ordinary language with as few long sentences and legal terms as possible. The actions required by each of the parties are precisely defined so that it clear who to do what, how and in what timescale.

- Flexibility: The contract is structured to be flexible by the use of main and options clauses that deal with variables such as design responsibility, payment basis, risk allocation etc without the need for amendment.
- Stimulus to good management: The procedures within the contract have been designed so that they actively encourage co-operation, and their implementation should contribute to, rather than detract from, the effective and efficient management of the contract. The contract is also written to ensure pro-active participation to give the best indication of outcome at every stage.

Consultant Selection

Consultants to partner with Scarborough Borough Council will be selected from the Coastal Lot of the YorConsult Framework. Mini-bid exercises will be undertaken from this Lot for individual projects.

Contractor Selection

Contractors to partner with Scarborough Borough Council will be selected from the YorCivils Framework. Mini-bid exercises will be undertaken from this framework for individual projects.

Community Engagement

Throughout the UK generally, a trend has been observed in the decline of seaside towns, and Scarborough was no different. However in 2003 Scarborough became a 'Renaissance Town', and this has recently seen the successful delivery of many projects which have involved a high level of public participation.

Scarborough recognises that coast defence projects are equally, if not more important and therefore alongside the design and ECI phase, there will be full public engagement and consultation to assist in shaping the project and to enable the construction team to develop a real understanding of the key issues of the local community.

It is the intention of the Borough Council to form a Key Stakeholders Group to help guide the project. This body will be comprised of local Councillors and residents, Environment Agency, Natural England, community groups and representatives from retailers, leisure facilitators, hotels, restaurants, the police and commercial bodies.

Their brief will be to work with the team to identify any potential problems early-on for resolution and continue input throughout construction.

The design approach will be carefully considered and receive extensive input from all scheme partners, including the general public at key stages in its development.