



Report of: Executive Member for Environment & Transport

Meeting of:	Date:	Ward(s):
Executive Board	14 October 2021	All

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SUBJECT: Procurement Strategy for Highway Works Contract 2022

1. Synopsis

- 1.1 This report seeks pre-tender approval for the procurement strategy for a new Highway Works contract in accordance with Rule 2.7 of the Council's Procurement Rules.
- 1.2 The contract is for the delivery of highways works and the area of this work includes carriageway and footway maintenance and renewal work and includes civil engineering schemes delivered through traffic services as well as specialist inspections, repairs through capital works and some minor reactive work. The contract also provides for new access junctions and alterations to the layout of the Highway to meet the Council's obligations under formal legal agreements with developers.

2. Recommendations

- 2.1 To approve the procurement strategy for Highway Works as outlined in this report at 3.4 with Option 5, a mixture external delivery through a competitive tender and a greater retention of work being delivered by the in-house resource, being the recommended procurement strategy.
- 2.2 To delegate authority to award the contract to the Corporate Director of Environment in consultation with the Executive Member for Environment and Transport.

3. Background

3.1 Nature of the Service

The current Highways Maintenance Works Contract provides for the construction of civil engineering works on Islington's highways, including carriageway and footway surfacing, paving, maintenance repairs and renewals and highway drainage repairs. The contract also provides for the construction of highway improvements to modernise the Highway in keeping with policy objectives and the Statutory function as the Highway Authority, undertake highway drainage repairs and improvements, introduce traffic management schemes, public realm schemes and projects within the People Friendly Streets programme and other programmes such as the Low Traffic Neighbourhoods.

The current contract also enables the Council to construct new access junctions and make changes to the Highway to fulfil legal agreements with developers. Importantly, the current contract allows the Council to meet its Statutory Duty to maintain Islington's Highway network in a safe condition through ongoing planned and reactive maintenance.

Highways maintenance works are currently delivered through an extended arrangement to the London Highways Alliance Contract which will end March 2022, with an option of a further short term extension to the end of June 2022. In March 2021 the Council decided to extend the current contract up to the end of June 2022 by means of a Key Decision of the Corporate Director of Environment and Regeneration dated 9th March 2021, as listed in the Background Papers to this report. The Council must have a contract in place after the end of the current contract to both enable it to continue to deliver this statutory requirement, as well as, delivery of a wide range of projects and works that have a high level of public interest and priority.

The new contract is to include the following works and services:

- Carriageway resurfacing programme and project works - planned inlay, overlay and patching schemes requiring machine lay surfacing.
- Footway reconditioning schemes and project works - planned footway schemes to replace or recondition footways, kerbs and edgings.
- Structures and bridge works – Inspections, repairs and replacements to structures.
- Drainage schemes – following inspections and cleansing covered elsewhere, any civil engineering works needed for repairs and replacements.
- Road Markings – provision of road markings for new and refresh works, parking enforcement, and schemes.
- Civil Engineering Schemes / Projects – Schemes delivered by Highways or Traffic Services, junction upgrades, cycleways and public realm schemes.
- Tree cutting, maintenance and removal – Option for Greenspace and Business Services to utilise this contract as a back-up service if required.
- Emergency Tree Response – To support the Direct Services Organisation to respond to emergency tree removal and felling.
- Pipe Subway (the underground tunnel in Rosebery Avenue) – Minor maintenance.

During the Options Appraisal process (detailed in section 3.4) it has been identified that some works carried out under the current contract could be retained in-house to reduce the exposure to any increase in market rates, make use of the increased in-house skill set and to allow some potential savings. The following lists those areas of works that were delivered externally and are now being delivered fully or partly by the in-house service.

Works to be continued to be retained in-house

- Guardrail (reactive repairs and planned maintenance)
- Small plant maintenance
- Minor signage works
- Highway call out service (out of hours 24hrs)
- Bollards (reactive and planned maintenance)
- Knockdowns as a result of Road Traffic Accidents (RTAs) and make safe

Works currently covered by the external contractor now to be delivered in-house

- Public Rights of Way
- Opening and closing of Pipe Subway and confined spaces works (pest control/cleansing)

Works currently covered jointly by both the external contractor and in-house but now to be delivered solely in-house

- Minor reactive Highway maintenance (civil engineering and asphalt/surfacing works)
- Parking signage (make safe and install and repair posts)
- Cycle stand installations
- Dangerous structure make-safe

Other areas which form part of the Highway services but due to their specialist nature are now to be commissioned separately and outside the new contract. These are:

- Structural inspections
- Condition surveys
- Flood Risk Management

3.2 Estimated Value

The duration of the new contract is to be five (5) years with an option to extend for a further two (2) years. The expenditure will be largely funded through the Highways and Traffic Services capital budgets and approval for future expenditure will be subject to the usual budget and project approval processes, which are separate to the approval of this procurement strategy.

For the Board's information:

- Approximately £9.5 thousand has been spent each of the recent past years from Revenue budgets on inspecting and maintaining the Pipe Subway (the underground tunnel in Rosebery Avenue).
- Approximately £385 thousand of works each of the recent past years has been delivered providing accesses and other changes to the Highway associated with new developments. This is external funding from developers but is received into a Revenue account on a rechargeable basis. For the purpose of this report this expenditure is effectively external capital funded.
- Approximately £2.16 million of works have been delivered each of the recent past years in maintaining the Highway from Capital funding.
- Approximately £1.5 million of works have been delivered on average in each of the recent past years in public realm improvements and other traffic management type projects from Capital budgets. This past and future value of project work does fluctuate and is largely dependent on funding from Transport for London budgets and grants.

From the above, the past average yearly spend was approximately £4.1 million via Capital or external funding, with less than 1% of past expenditure via Revenue budgets.

Including an allowance for an increase due to an inflation of rates and forecast additional spend on new public realm schemes, the yearly estimated annual spend for the service is approximately £4.5 million. Based on this estimated annual spend over the contract period of five (5) years will be £22.5 million and if the contract is extended by a further two (2) years then this increases to £31.5 million, or approximately £32 million. A figure of £32 million has been used throughout this report so as to not imply an undue level of precision in forecast expenditure and, as noted above, the expenditure will be subject to approval for each budget and project separate to the contract procurement strategy.

The current call-off contract was awarded as a competitive process via the London Highways Alliance framework agreement. The new contract is proposed to be awarded through a competitive process to ensure the market is tested and best value rates achieved.

As part of the Options Appraisal considered, detailed in 3.4, some potential efficiencies have been identified as follows:

- The new contract will be on a re-measured basis, the Council will only pay for works completed and measured, thus taking advantage of any reduction in scope on site which would not be realised through a lump sum arrangement.
- Specific clauses are included in the new term contract for Value Engineering. This incentivises the contractor to bring innovation and best practice to reduce cost. Value Engineering will be at the forefront of the efficiency process which will run through the life of the contract. These Value Engineering provisions will offer a share of the saving to the contractor as an incentive for highlighting potential savings and coming up with cost efficient solutions.
- A greater level of work will be retained for delivery by the in-house service, as detailed in section 3.1. The reduction in paying contractor fees that include risk and profit, along with the ability to further develop a multi-skilled service for reactive and minor works has a potential efficiency for those elements of highway works. This efficiency has been projected by comparing different operations against benchmarked contractor rate against items valued using in-house teams. As described in Business Risks at 3.7, this is likely not to result in a saving overall as the trend in construction costs is increasing above inflation, there are some shortages in materials and skills and the market is volatile. Bringing more maintenance work in-house does however reduce the Council's exposure to increased rates whilst strengthening in-house delivery and capacity.

3.3 Timetable

Tender document prepared	September to October 2021
Competitive process (incl. evaluation)	November to December 2021
Tender outcome	January 2022
Executive Decision – new contract award	January 2022
Signing new contract	February 2022
Mobilisation for new contract	March to June 2022
New contract commences	1 July 2022

3.4 Options Appraisal

As part of the process of Options Appraisal has been a review of the operation of the current contract and a “Lessons Learned” exercise.

As noted above, the Council’s highway works are currently delivered under a contract through the London Highways Alliance Contract. Other London authorities and notably Transport for London (TfL) also make use of this arrangement and at times there have been difficulties in prioritising Islington’s programme of work. Contractors have tended to prioritise other workloads and programmes, especially the much larger programme of works promoted by TfL on their London-wide strategic road network. The London Highways Alliance Contract did not reflect Islington’s values and a London-wide contract does not easily provide for issues such as local employment and local apprenticeships. The review has also highlighted the capacity of the in-house service and its ability to deal with a greater level of straightforward highway works and its ability to respond to the need for minor repairs to Islington’s roads and footways.

The above issues have been factored into the Options Appraisal process. Details of the Options Appraisal are shown at appendix 2 and are summarised as follows:

Option 1 - Partnering with another borough and using their contract to deliver the Islington Service.

This option would involve identifying another borough with a suitable contract in place and using that contract to deliver highway works in Islington. This would be reliant on the other borough’s contract allowing for such arrangements.

Using this option has the advantage of not having to go through the full procurement process, as due diligence, statutory notifications and contractor selection has already been undertaken. Disadvantages to this option is that the procurement process will have been undertaken without the needs of Islington in mind. Contract rates, conditions and requirements specific to Islington will not have been tailored into the contract and the duration of the contract is unlikely to be a full term. This arrangement is also unlikely to prioritise Islington’s over the initiating borough/s.

Although the efficiencies in terms of procurement are of benefit, the specific needs of Islington, the likely limited duration and the limitations in terms of priority and a direct relationship with a contractor delivering high profile works means that this option is discounted.

Option 2 - Entering into a call-off contract from an existing Framework Agreement.

There are several framework agreements currently available for local authorities to use to procure highways works.

The framework agreement option comes with the advantage of not having to go through a full procurement process. Given the scale of the new contract value predicted as £22.5 million and its duration of 5 years with an option to extend to 7 years with therefore a value of approximately £32 million the procurement administration saving of using a framework agreement are proportionately much less than shorter contracts of smaller value. The disadvantage of these framework agreements is that the selection of contractors has already been undertaken without the Council's input. The review of contractor submissions would have been completed without Islington needs, location or contractual requirements in mind.

A review of the available frameworks has been undertaken as part of the detailed Option Appraisal in appendix 2 along with a Pro's and Con's schedule.

Due to the restrictive nature of the frameworks, in terms of budget restrictions, remaining framework periods and contract conditions the use of a framework is not the preferred option and has been discounted.

Option 3 - Undertaking a competitive tender exercise.

A full tender process will entail going out to the market with a procurement tailored to Islington specific requirements. This would be a direct contractual arrangement between the Council and the successful contractor. The procurement will be Islington specific. This approach has historically been proven to engage the contractor more positively with the authority and makes for a more partnered approach and better understanding of the Council's requirements.

The preferred choice of contract would be and NEC4 Term Service Contract as this is currently the industry standard for this type of works. The NEC suite of contracts (New Engineering and Construction) are tried and tested and have proven to be effective, encouraging a partnering approach to the works delivery. This approach would include the Social Value Policy, Carbon Zero Targets, apprentice requirements, local employment, London Living Wage and other social and environmental targets within the contract.

A contract analysis can be found in appendix 3.

There is no time restriction on expiring frameworks or other authorities' contracts for Islington to have to abide by. This means the Council can procure a long term contract, five years plus two years possible extension, which is a benefit as it allows the time for the contractor to establish efficient practices and working knowledge and for these efficiencies to be incorporated into shared benefit over the life of the contract. The use of Value Engineering clauses in the contract will require the contractor to look for and implement efficiency through best practice and innovation by both parties.

The time costs of a competitive procurement is more than the other options as Islington will have to undertake full tendering process. This is however balanced against the savings of the contractor's rates not including framework fees so over the duration of the contract this should prove cost efficient.

A bespoke contract tailored for Islington makes this the preferred option for procurement and delivery of planned and major works. Combining planned work delivered by an external contractor with a greater level of minor work and a greater level of reactive work delivered by the in-house service provides for efficient working as unplanned or reactive work includes the costs of risks and inefficiencies of downtime.

Option 4 - Insourcing and providing the service using Islington resources.

The use of the in-house service to delivery all of the highway works has been considered. In-sourcing the highway work in full offers the Council more control and ownership and allows for Islington's Values to be directly introduced. Fully in-sourcing this service will however require a substantial investment in terms of plant, labour, greater level of facilities such as a contractor's yard or depot and associated support services.

Work activities which require a large investment in equipment such as machine surfacing have been excluded as the level of investment required to purchase such equipment may not be available from the Council's budgets, such specialist and costly equipment would need to be used all year to recoup that investment whereas the levels of machine surfacing work in Islington means that this equipment would be unused for part of the year. An external contractor can spread this investment over other contracts with other clients. Work activities which are sporadic in their nature have also been discounted as it would require fluctuation in resource that is not suited to the Council structure and is better placed with an external contractor.

Due to the reasons above a full service being delivered through Insourcing has been discounted however there is merit in retaining a greater level of work to be delivered by the in-house team. This would strengthen the capacity of the in-house team and allow for a greater range of work to be directly delivered.

Utilising the in-house skill base each work stream has been assessed as whether it is appropriate or effective to insource. The amount of work that could be readily retained will be at the margins but an assessment of skills has been undertaken of the current workforce and this has identified that many minor reactive highway repairs can be carried out by the in-house team as well as a greater level of minor, straightforward highway work. This would allow the in-house team to carry out routine work whilst being available to react to the need to repair highway defects, such as damaged footways or defective patches of surfacing. Opportunities for further upskilling has been highlighted and is already underway in keeping with the Council's approach to continually training and improving its workforce.

In-sourcing all or part of the highway works has implications under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) and any procurement option that involves in-sourcing will need to observe the TUPE regulations.

Option 5 - A mixture of insourcing and external delivery through a competitive tender exercise.

As outlined in option 4, there is merit in service delivery and efficiencies to make greater use of the in-house service for the delivery of minor, straight forward highway work and for carrying out some additional reactive maintenance repairs.

The majority of the highway works will however require an external contractor with access to specialist labour and plant and the recommended route for the procurement of an external contractor is via a contract prepared for the specific needs of Islington.

Recommended Option (Option 5)

The recommended option is Option 5, a combination of award to an external contractor following competitive tender and a greater level of retention of work to be delivered by the in-house service. This provides for a direct contractual relationship and a focused procurement exercise that reflects Islington's needs, addresses past difficulties when part of a framework agreement and gives priority to Islington's programme of highway work. This approach also provides for a full test of the market.

Retaining a level of work to be delivered by the in-house service both strengthens the in-house works team and reduces the Council's exposure to increasing construction costs. It also allows for a greater level of work to be carried out in a manner that reflects the Council's priorities and objectives.

A similar report to this report was presented to the Council's internal Commissioning & Procurement Board at its meeting of 29th July 2021 and that Board gave its support to the report and gave its support to the recommended procurement strategy as outlined in Option 5 above.

3.5 Key Considerations

As noted above, a key consideration is the Council's duty as the Local Highway Authority to maintain the Highway network and keep it safe in accordance with the Code of Practice for Well Managed Highway Infrastructure. The Council has a number of legal agreements with developers under the Highways Act 1980 to arrange for new access junctions and other changes to the Highway layout following the town planning process. The Council also receives capital funding from partners such as Transport for London (TfL) to carry out improvements to the Highway network with the option of using its own funding for transport, traffic management and Highway improvement schemes which have a high level of community interest. For these reasons, it is key that the Council has the ability to carry out highway works by means of an appointed contractor.

The new contract will reflect Islington's priorities at the outset and will ensure these priorities are embedded in the appointed contractor's performance by means of Key Performance Indicators (KPIs) included in the new contract. These will be defined within the contract and monitored throughout its duration and will form the basis for assessing the ongoing performance. The KPI's and acceptable performance will be a contractual requirement with recourse should they not be achieved. A partnering contract should not just rely on penalising for poor performance and so the KPI performance will be linked to the approval of the extension period for the contract. KPI details will need to be agreed with the successful contractor and these will be in the following areas:

- Safety of workforce and public
- Budgets and finance performance
- Programme, delivery on time every time
- Submission of permits and documentation

- Cost savings and efficiencies
- Social Values
- Use of local workforce and apprentices
- Carbon neutral targets and green credentials

Recruitment of local employees, Islington and neighbouring borough's to be a strong Key Performance Indicators (KPI) in the new contract. KPI's are also to be included in the contract for use of local supply chain partners, community support projects, reduction in total travel miles for suppliers and staff, communication with the local residents on works and use of local apprentices as part of the contract delivery.

Social value will form an integral part of the award of the new contract. This is to include employees' terms and conditions to ensure the Council is working with a "good employer" based around best practice. Flexible working, training and development, diversity policies, trade unions and the like will all be factors in this evaluation. The London Living Wage to be a condition of the contract.

The works engaged through this contract promote the Council objectives with particular focus on: Jobs and Opportunity, A Safer Borough for All, and a Greener and Cleaner Islington. As such these objectives will form part of the KPIs so performance can be monitored and corrective actions taken where needed.

The new contractor will be required to sign up to Council's Carbon Zero policy and submit a plan to achieve this. This may include travel plans, use of different equipment, such as electric plant and vehicles and low carbon production of materials and these considerations will be part of the tender process and then incorporated into the contract obligations.

The use of the Value Engineering clauses in the contract will drive a continual focus on delivering efficiencies and cost savings to the services. This will be done in two ways, firstly straight cost savings, doing the same but cheaper. Secondly improving outputs, doing more for the same cost. Capturing these efficiencies will be beneficial to the contractor for the possible extension period and as part of the share of the saving process. The incentive to the contractor should be such that it makes it a worthwhile process becoming the way in which the contract is operated with a culture of highlighting and producing efficiencies and savings as a matter of course.

3.6 Evaluation

The tender will be conducted in one stage, known as the Open Procedure, as the tender is 'open' to all organisations who express an interest. The Open Procedure includes minimum requirements which organisations must meet before the rest of their tender is evaluated. The award criteria will be made up of the proposed approach to:

- Implementation, maintenance, delivery, staffing and business continuity including management and supervision in delivering the contract (20%)
- Efficiency and effectiveness in use of the supply chain and contract management, particularly including quality management throughout the lifetime of the contract - quality assurance, monitoring performance, audit responses and maintaining quality (20%)

- Social value including inclusive economies and community wealth building with a focus on tackling inequality, sustainability, increasing/improving employment prospects and supporting the Council to become net zero carbon (20%)
- Price (40%)

The detail of the above will be developed and explicitly articulated within the tender documents.

3.7 Business Risks

- The Construction Industry which includes Highways is experiencing a very volatile period. Large national projects are taking resources (labour, plant and material) from an industry already full of shortages and supply issues. Infrastructure projects such as HS2 and the national drive for housebuilding are pulling in the raw materials quicker than they can be produced. The effect of this is contractors having to take on unknown risks which is being shown in rates and prices across all sectors. The competitive nature of the tender will reduce this risk but if base costs are rising then all contractors' costs will rise. The retention of a greater level of work to be delivered by the in-house service reduces the Council's exposure to this risk.
- The risks within the industry at present may reduce the interest in the tender however Local Authority contracts are considered a safe, long term contract.
- Highway maintenance is a statutory requirement and there must be a provision in place to provide this service.

3.8 The Employment Relations Act 1999 (Blacklist) Regulations 2010 explicitly prohibit the compilation, use, sale or supply of blacklists containing details of trade union members and their activities. Following a motion to full Council on 26 March 2013, all tenderers will be required to complete an anti-blacklisting declaration. Where an organisation is unable to declare that they have never blacklisted, they will be required to evidence that they have 'self-cleansed'. The Council will not award a contract to organisations found guilty of blacklisting unless they have demonstrated 'self-cleansing' and taken adequate measures to remedy past actions and prevent re-occurrences.

3.9 The following relevant information is required to be specifically approved by the Executive in accordance with rule 2.8 of the Procurement Rules:

Relevant information	Information/section in report
1 Nature of the Service	Provision of highways maintenance. See paragraph 3.1
2 Estimated Value	The estimated is £32 million over 7 years. See paragraph 3.2.

3 Timetable	As outlined within the report. See paragraph 3.3.
4 Options Appraisal	As outlined within the report. See paragraph 3.4
5 Key Consideration	As outlined within the report. See paragraph 3.5
6 Award Criteria	60% quality: 40% price. The award criteria price/quality breakdown is more particularly described within the report. See paragraph 3.6
7 Any business risks associated with entering the contract	As outline with the report. See paragraph 3.7
8 Any other relevant financial, legal or other considerations.	As outlined within the report. See paragraph 4

4. Implications

4.1 Financial implications:

On average the contract spend for the last two financial years was £4.1 million but this is expected to increase under the new contract as the Council delivers new projects including those in the Pedestrian Friendly Streets project and major public realm schemes such as at Clerkenwell Green.

Spend against the new contract will be funded from the latest capital programme agreed by Members in February 2021, and all spend will be subject to internal approval process for payment of invoices.

4.2 Legal Implications:

The council has a duty under the Highway Act 1980 as a Local Highway Authority to maintain the Highway network and keep it safe.

Islington Council under the Localism Act 2011 has a general power of competency, as it gives the council the legal capacity to do anything that an individual may generally do subject to any statutory limitations. The council has the power under this section to agree to the proposals in the report.

In addition the council has a general power under section 111 of the Local Government Act 1972 to do anything that is calculated to facilitate, or is conducive or incidental to the discharge of any

of its functions. It provides council's with a general power to enter into contracts for the discharge of any of their functions.

The Local Government Act 1999, requires the council to make arrangements to achieve Best Value in the exercise of its functions when considering a service provision, which includes the works and services detailed in the body of the report.

The value of the proposed contract is £31.5 million over 7 years (5 years and 2 years option to extend). The Public Contracts Regulations 2015 (as amended) (PCR) requires relevant contracts over a relevant threshold must comply with the PCR. This is a mixed contract for the supply of services and works. The predominant element is the supply of works.

Works contracts over the value of £4,733,252 need to comply with the PCR. The council is under an obligation to publish a Contract Notice in Find A Tender.

The procurement must also comply with the council's Procurement Rules. Under Procurement Rule 1.7 band (iv) value contracts that exceed the PCR threshold require a formal tender process with a minimum of five (5) written competitive tenders. The report states that a tender process using the open procedure will be used. This must be in accordance with regulation 27 of the PCR.

Procurement Rule 24.2 states that all contracts over £24,999 will need formal conditions prepared or agreed by the Legal Services Team. The body of the report states that a NEC4 contract will be used. Legal Services will assist with the preparation of the contract.

It is stated in the report that some of the works will be undertaken in-house. The Transfer of Undertaking Protection of Employment Regulations (TUPE) applies where outsourcing terminates and the council brings services back in-house. In this situation, the employees of the supplier who are wholly or mainly assigned to the outsourced service will transfer to the council. The council will need to ensure that it complies with TUPE regulations.

All contracts with a value above £500,000 will need to be sealed. This should be carried out by Legal Services.

Under Procurement Rule 16.2 the Executive may delegate its responsibilities to Corporate Directors or the Chief Finance Officer.

The decision maker can approve the recommendations provided they are satisfied with the contents of the report and the recommendations represents best value for the council.

4.3 Environmental Implications and contribution to achieving a net zero carbon Islington by 2030:

The Council is committed to achieving a net zero carbon Islington by 2030. The award of the new contract will fully reflect this commitment with the new contractor required to demonstrate how they will deliver this.

The work delivered through the contract will have a significant environmental impact. This includes the materials used in works, the generation of waste, fuel used in plant and machinery, nuisance aspects such as noise and dust, and impacts related to journeys made by the contractor. Contractors are however responding to this and the client demand for improvements. Initiatives such as the circular approach to construction and the increasingly

positive approaches to recycling and working in a cleaner greener manner are helping in driving moving towards meeting environmental targets. The recommended procurement strategy for the delivery of Highway Works is to appoint via a competitively tendered contract as opposed to using a framework arrangement, thus allowing forward facing approaches to environmental matters and net zero carbon targets that will not have been in place when a framework was put in place. In addition, in many cases, the works to be undertaken and projects to be delivered through this contract have the ambition of encouraging modal shift and reducing overall transport-related emissions.

The award of the contract will include a full assessment of the tender submission and the tenderers' approach to environmental matters and net zero carbon targets will form an important part of the decision to award the contract.

The contract is intended to operate from 2022 to a minimum of 2027 with an option to extend to 2029 and so the performance of the appointed contractor will be a key matter in delivering on the Council's commitments to achieve a net zero carbon Islington by 2030. The contractor's performance will be monitored as part of the contract management process and the contractor will be required to regularly submit reports on the Key Performance Indicators (KPIs) including environmental matters and progress to net zero carbon. This will ensure that the contractor delivers on this important KPI and any shortfalls will require remedial action to be agreed by the Council. Similarly, the contractor will be encourage to exceed the targets towards net zero targets as part of the contract.

4.4 Resident Impact Assessment:

The Council must, in the exercise of its functions, have due regard to the need to eliminate discrimination, harassment and victimisation, and to advance equality of opportunity, and foster good relations, between those who share a relevant protected characteristic and those who do not share it (section 149 Equality Act 2010). The Council has a duty to have due regard to the need to remove or minimise disadvantages, take steps to meet needs, in particular steps to take account of disabled persons' disabilities, and encourage people to participate in public life. The Council must have due regard to the need to tackle prejudice and promote understanding.

A Resident Impact Assessment (RIA) was completed on 1st September 2021 and the summary is included below. The complete RIA is at appendix 1.

The findings of the RIA are that the procurement strategy recommended within this report has no negative equality or resident implications and the approach to procurement offers the opportunity to include Social Values in one of the Council's main contracts. The contract will provide for the completion of civil engineering works in a manner that minimises disruption to residents and in a manner that keeps vulnerable road users safe.

5. Reason for recommendations

- 5.1 The recommended procurement strategy enables the appointment of a suitable contractor through a contract that reflects Islington's needs and priorities and that strengthens the in-house service and enables the Council to meet its Statutory Duty in keeping the Highway safe, enables legal agreements to be fulfilled and enables the delivery of the Council's high-profile programme of Highway improvements.

Appendices

- Appendix 1 Resident Impact Assessment dated 1st September 2021.
- Appendix 2 Option Appraisal Details
- Appendix 3 Contract Analysis

Background papers: None

Final report clearance:

Signed by:



Executive Member for Environment & Transport

4 October 2021

Date

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