

Homes and Neighbourhoods
Housing Property Services
Islington Town Hall
N1 2UD

Report of: Executive Member for Homes and Communities

Meeting of: Executive

Date: 8th February 2024

Wards: Bunhill, Caledonian, Canonbury, Clerkenwell, Finsbury Park, Highbury West, Hillrise, Holloway, Laycock, Mildmay, St George's, St Marys and St James, St Peter and Canalside, Tollington, Tufnell Park.

Subject: Procurement Strategy for Lift Modernisation Schemes

1. Synopsis

- 1.1 This report seeks pre-tender approval for the procurement strategy in respect of packaged lift modernisation schemes in accordance with Rule 2.8 of the council's Procurement Rules.
- 1.2 The council seeks to procure suitably qualified lift contractors to undertake the modernisation of lifts on multiple council housing estates across the borough. This project aims to modernise the lifts bringing them up to the latest applicable standards, where building constraints allow. The modernisation aims to provide the residents with a more reliable, accessible and cost-efficient service.
- 1.3 This procurement strategy follows a recent procurement exercise that was carried out successfully by using an external framework agreement to deliver 16 lifts across 2 estates, at one of these estates this included the addition of opening out the skip stop floors so that both the lifts stop at every floor.

2. Recommendations

- 2.1 To approve this five-year strategy to procure individual call-off contracts pursuant of the most suitable framework agreement selected from the options outlined in this report. The

contractor for each call-off contracts to be selected using the mini-competition process as set out in the chosen framework agreement. The combined value of all contracts procured under this strategy is estimated to be £25.195m.

- 2.2 To note that the lift modernisation works are to be procured in packages over a period of three financial years. Each scheme will be tendered separately providing an opportunity for different specialist lift contractors to undertake separate packages of work within the five schemes.
- 2.3 To delegate authority to award the individual call-off contracts to the Acting Corporate Director of Homes and Neighbourhoods following consultation with the Executive Member for Homes and Communities.

3. Background

3.1. Nature of the service

- 3.1.1. Islington Council is landlord to 25,482 council tenants and 10,357 leaseholders. Many of our residents live in blocks containing lifts. Many of these lifts are coming to the end of the operation life and need to be replaced. Breakdowns and trappings which causes inconvenience to residents are occurring more frequent as the age of the lifts increases and the affected lifts are out of service for longer periods of time as parts are becoming harder to obtain or to repair.
- 3.1.2. The council has developed a programme of works for the refurbishment of 122 residential lifts which is currently split into five sequential schemes. The structure of this programme and the number of lifts it includes may alter over the duration of this strategy dependent on individual strategic and operational requirements. The existing programme covers the following:
 - Scheme 1 consists of 16 lifts in total. These lifts are situated in 10 high-rise blocks, 2 mid-rise blocks and 4 low-rise blocks. All these lifts are traction lifts with 6 lifts currently being skip stop (as explained in 3.1.7 below).
 - Scheme 2 consists of 26 lifts in total. These lifts are situated in 2 high-rise blocks, 4 mid-rise blocks and 20 low-rise blocks. All these lifts are traction lifts.
 - Scheme 3 consists of 20 lifts in total. These lifts are situated in 4 high-rise blocks, 4 mid-rise blocks and 12 low-rise blocks. 12 of these lifts are traction lifts and 8 are hydraulic lifts.
 - Scheme 4 consists of 26 lifts in total. These lifts are situated in 16 mid-rise blocks and 10 low-rise blocks. 19 of these lifts are traction lifts and 7 are hydraulic lifts with 4 lifts currently being skip stop.

- Scheme 5 consists of 34 lifts in total. These lifts are situated in 6 high-rise blocks, 5 mid-rise blocks and 23 low-rise blocks. 21 of these lifts are traction lifts and 11 are hydraulic lifts with 2 lifts currently being skip stop.

3.1.3. These lift modernisation works are highly recommended for all 122 lifts as part of the lift replacement cycle as most of the lifts are all over 25 years old with some approaching 40 years old. This recommendation is made based on the guidance provided by both the Chartered Institution of Building Services Engineers (CIBSE) and the governing body for passenger lifts Lift and Escalator Industry Association (LEIA) which both recommend the maximum life for a lift is 25 years of age.

3.1.4. A technical feasibility report has been completed following a site survey of the lifts and discussions with the council Lift Repairs and Maintenance team and senior managers. These reports set out why the works are recommended and details the proposed works. The criteria used for the completion of the feasibility report are as follows:

- Lift age
- Breakdown history
- Availability of spare parts
- CIBSE Guide 'D' and LEIA advisory of 25 years
- Compliance with the latest standards

3.1.5. As the age of the lifts increases, they are proving to be less reliable, and this becomes more of an issue for all our residents. Decisions on which lifts to include in the modernisation programme were made using data based upon the age of the equipment, availability of spare parts and as noted previously reliability.

3.1.6. Using repairs information supplied from the council repairs IT system and following consultation with the council's Lift Repairs and Maintenance team and Capital Programming team we established what lifts should be put into which scheme. There is flexibility within the programming of the 122 lifts across the 5 schemes based on breakdown data that is monitored and the anticipated schemes can be altered based on this information. The reliability assessments along with the other factors noted support the findings of the feasibility report that the lifts should be modernised or replaced.

3.1.7. Islington Council have several housing blocks which have multiple lifts that are currently 'skip stop' which means that one stops on even numbered floors and the other odd numbered floors. We intend as part of the lift modernisation works to convert these lifts to serving all floors. This will provide the greatest benefits in

energy saving and inclusivity for all users including those with protected characteristics or from disadvantaged groups.

Prior to the commencement of the 5 schemes the council would have completed a project at another estate that would have been incorporated going from skip stop to serving all floors.

3.2. Estimated value

- 3.2.1. The estimated total cost for the proposed lift modernisation works for the 122 housing lifts is £25.195m and it is anticipated these works will be delivered between May 2025 – March 2030.
- 3.2.2. The cost of the delivery of the project will be met from the housing capital programme lifts budget.
- 3.2.3. Replacement parts within the lifts are now becoming obsolete and others have significant wear from longer term use. The technical and financial assessment carried out on the lifts has highlighted that better value for money can be achieved if they are modernised or replaced instead of continued ongoing repairs being carried out.
- 3.2.4. Improved efficiency providing long term savings will be achieved by completing all the identified blocks on each estate at once, as project time, costs and resources will be saved. As individual projects are smaller in each scheme, we anticipate more interest in the projects from the market and subsequently we anticipate achieving better value for money through increased competition.

3.3. Timetable

- 3.3.1. The anticipated timetable for this procurement and delivery of the housing lift modernisation is as follows:
 - Approval of strategy – 11 January 2024
 - Procurement process for Scheme 1 starts – April 2024
 - Expected start on site for Scheme 1 – May 2025
 - Procurement process for Scheme 2 starts – March 2025
 - Expected start on site for Scheme 2 – April 2026
 - Procurement process for Scheme 3 starts – December 2025
 - Expected start on site for Scheme 3 – January 2027
 - Procurement process for Scheme 4 starts – September 2026

- Expected start on site for Scheme 4 – October 2027
- Procurement process for Scheme 5 starts – May 2027
- Expected start on site for Scheme 5 – May 2028

3.3.2. There will be a 12-month Defects Liability Period (DLP) in addition at the end of the construction phase for each lift.

3.3.3. Leaseholders will be consulted in line with current council procedures and in accordance with the requirements of Section 20 of the Landlord and Tenant Act 1985.

3.4. Options appraisal

3.4.1. Six options have been considered:

1. Do nothing
2. To deliver the works in-house.
3. Tender using the open procedure.
4. Tender using the two-stage restricted procedure.
5. To procure by setting up an Islington framework agreement.
6. To procure through an existing framework agreement.

| Options | Benefits | Drawbacks |
|------------------------------|--|---|
| Do nothing | This option would require ongoing attempts at repair and maintenance of the existing lifts. This is likely to be a cheaper option in the short term. | <p>This option is not recommended as the feasibility studies and repairs histories for the lifts show they are nearing or beyond their expected working life.</p> <p>The costs of attempting to maintain and repair the lifts will only increase as they become less and less reliable which will inconvenience residents and adversely affect the council's reputation as a good landlord.</p> |
| Delivery the works In-house. | By having an in-house team, the council would be in control of employment terms and conditions, management, staff development and work continuity. | Modernising a lift is a complex and highly regulated process that involves various safety and technical considerations. The council does not possess the in-house expertise needed for this kind of work. |

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| | | <p>Lifts require advanced engineering and technical knowledge. They must be installed by qualified professionals who understand the intricacies of the equipment, structural modifications needed to a building, including proper support, electrical connections, and more, the council lacks the necessary on-site engineers with the necessary qualifications and resources to undertake the required lift modernisation works.</p> <p>To do so, the council would have to make a substantial investment in hiring qualified lift engineers (12 Engineers and 12 mates) and lift designers with advanced engineering and technical knowledge plus ensuring their ongoing training.</p> <p>The council does not possess the significant time and resources to be acquire the necessary machinery, equipment, and materials to carry out the lift modernisation works.</p> <p>Lift modernisations carry potential liability, there will be added costs associated with obtaining the necessary insurances and notified body approval for the lift modernisation projects to conform with the lift regulations.</p> |
| <p>Open tender procedure</p> | <p>This option provides the council with additional control over the procurement process.</p> <p>The opportunity is advertised to the market so there is the possibility a wider range of contractors may express an interest and submit a tender.</p> | <p>There is a risk that there is insufficient market interest in the contract resulting in no or very few bids being received.</p> <p>Should this happen, this may mean the procurement exercise has to be repeated, delaying the delivery of the project.</p> <p>The requirement to undertake a full procurement for each scheme in the programme will require significant council staff resource to undertake.</p> |

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| | <p>This approach can be undertaken in one stage reducing the time required for the procurement compared to the two-stage restricted procedure.</p> | <p>Due to the limited resource available this is likely to delay the completion of the procurement which will adversely affect the timelines for the delivery of the programme.</p> |
| <p>Restricted Tender Procedure</p> | <p>Using this option, a separate pre-qualification stage is used to exclude unsuitable contractors prior to them submitting a full tender to be evaluated.</p> <p>This option provides the council with additional control over the procurement process.</p> <p>The opportunity is advertised to the market so there is the possibility a wider range of contractors may express an interest.</p> | <p>There is a risk that there is insufficient market interest in the contract resulting in no or very few bids being received.</p> <p>Should this happen, this may mean the procurement exercise has to be repeated, delaying the delivery of the project.</p> <p>This tender process takes longer to procure and to evaluate than other routes. The process is also more administratively more burdensome on limited inhouse council resources.</p> <p>The market for this contract is relatively small due to the specialist nature of the works. Therefore, there is little benefit in undertaking this longer process.</p> |
| <p>Islington framework agreement.</p> | <p>If the council were to set up its own framework agreement it would avoid the levy charged by most external providers of framework agreements.</p> <p>The council would have control over the procurement process if it chose to set up its own framework agreement with contractors that want to undertake the work and are able to take on all responsibilities and roles.</p> <p>The contractors on the framework agreement could be tied into a fixed cost model for all lifts that require modernisation. With the potential for uplift each year for the duration of the framework this would help budgeting as the value would be known before commencing work.</p> | <p>This option will take the longest period of time to establish as the framework agreement will need to be procured followed by a further mini-competition exercise being undertaken for each scheme.</p> <p>The framework agreement with contractors being required to go through a pre-qualification process with the lifts needing to be surveyed by the contractors that are applying to join the framework.</p> <p>The tender process to set up the framework agreement, processes to run the mini-competitions and contract management of the framework agreement will be more administratively burdensome on already limited inhouse council</p> |

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| | | resources. This will have a financial cost to deliver. |
| Mini competition via an existing framework agreement | <p>There are a number of existing external framework agreements that already have a pool of specialist lift contractors. The recommended options are listed in 3.4.2 below.</p> <p>The contractors are qualified and experienced to work on the Islington lift modernisation programme.</p> <p>The supplies have been through a competitive process to join the framework agreement.</p> <p>A prequalification stage was completed when tendering the framework agreement. This removes the need for Islington to conduct a pre-qualification stage, saving time and resources.</p> <p>Should we experience any problems or disputes with the contractor in the delivery of a procured scheme the provider of the external framework agreement may be able to mediate and help resolve these issues.</p> <p>Use of mini-competition satisfies the Section 20 leaseholder consultation process.</p> | <p>There remains a risk of insufficient interest from suitably experienced and qualified contractors on external framework agreements. This risk will be mitigated by being able to access more than one framework agreement.</p> <p>The overall cost of the contracts procured through the framework agreement will be subject to an additional fee charged to the contractor by the provider of the framework. This cost will be passed on to the council by the contractor marginally increasing the overall tender price.</p> |

3.4.2. Lift modernisation framework agreements recommended for use:

| Framework | Details |
|-----------|--|
| Fusion 21 | <p>There are thirteen contractors on the current agreement which is due to expire on 5 July 2024.</p> <p>A new framework agreement will be tendered shortly.</p> |

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| South East Consortium | <p>This agreement has been successfully used previously by the council to procure lift modernisation contractors.</p> <p>There are seven contractors on the existing agreement which is due to expire on 17 March 2024.</p> <p>A new framework agreement is currently out to tender.</p> |
| National Framework Partnership | <p>There are four contractors on the existing agreement which is due to expire on 20 August 2024.</p> <p>A new framework agreement will be tendered shortly.</p> |
| Communities and Housing Investment Consortium | <p>There are seven contractors on the existing agreement which is due to run until on 04 April 2025.</p> |
| Efficiency East Midlands. | <p>There are six contractors on the existing agreement which is due to run until 18 April 2026.</p> |

3.5. Key Considerations

- 3.5.1. Delivering social value to Islington residents will be a contractual obligation for the successful contractor. A clear set of rigorous social value measures and targets will be included in the contract documents and social value will form an essential element of the quality evaluation. The bidders will be asked to explain in the mini competition their approach towards social value initiatives and pledges that will improve the economic, social, and environmental wellbeing of Islington residents as a direct result of winning a contract.
- 3.5.2. The successful lift contractor(s) will be expected in the first instance to liaise with the council's iWork team to support the recruitment in a 'local first' approach to any vacancies which may need to be filled to support each contract, such as the role of the Resident Liaison Officer.
- 3.5.3. The successful lift contractor(s) will be required to offer apprenticeships (where applicable), work experience placements and job shadowing (however due to the health and safety aspects of the works this would be office based). The lift contractor(s) will be encouraged to promote career opportunities within this

engineering sector to people under-represented in the industry including women and people from Black, Asian, and other Minority Ethnic communities.

Performance in relation to social value will be monitored at regular contract meetings.

- 3.5.4. Environmental factors such as reducing CO2 emissions and air pollution within the borough will be promoted. This includes the use of energy saving parts (where applicable), as well as environmentally friendly vehicles and optimising journey routes and times to reduce the amount of travelling undertaken. The lift contractor's policy to waste, recycling, and reusing equipment will also be assessed.
- 3.5.5. There will be improved reliability by the installation of fully modernised lifts which will have a positive impact on all residents especially for those with specific access requirements such as wheelchair users, people with mobility impairments, elderly residents and those with small children due to the fact the lifts will be compliant with EN81-70. This standard ensures that the lifts installed will enable better accessibility and be inclusive for all residents.
- 3.5.6. The project would also benefit the local economy as operatives would be utilising local businesses for hospitality while on site and the contractor will be encouraged to access and use local supply chains in Islington and neighbouring boroughs whenever possible.
- 3.5.7. A requirement for the payment of London Living Wage will be included as a condition of this contract. The current market pays above London Living Wage for lift engineers.
- 3.5.8. BREEAM (Building Research Establishment Environmental Assessment Method) is an internationally recognised green building rating system developed to help building developers, owners, and operators manage and mitigate risk through demonstrating sustainability performance during planning, design, construction, operation, or refurbishment. Helping to cut on-site energy consumption and building carbon footprint with in-depth analysis of traffic patterns and the energy consumption and potential carbon footprint reduction solutions over their operational lifespan.
- 3.5.9. Where feasible, the lift contractor(s) will be encouraged to meet BREEAM prerequisites and supply solutions that contribute to achieving BREEAM credits.
- 3.5.10. Where feasible, the lift contractor(s) will be encouraged to reduce the energy consumption when modernising the lifts utilising products from the Islington Lift Specification by installing the latest energy efficient products that in turn will lower

the energy consumption and reduce the carbon footprint of the lifts during their operational lifespan.

- 3.5.11. The new lift controllers will be equipped with a cloud based remote monitoring system which significantly boosts transparency by providing real time statistics and information, which will aid in efficient diagnostics, analysis, and the supervision and control of the 122 lifts recommended in this procurement strategy.

The integrated component monitoring and fault notifications will play a pivotal role in ensuring the seamless operation of these lifts. This will enable the analysis, correction, or even prevention of errors, while predictive maintenance capabilities are further heightened through comprehensive life cycle monitoring of the lifts components.

Service engineers will be able to access fault logs and technical documentation from any location, allowing for swifter responses and minimising downtime for these lifts.

The integrated diagnostic tools will also enable the repairs and maintenance team to retrieve and evaluate operating statuses, I/O states, fault events, and the statuses of all the 122 lifts in real time.

A feature of these new lift controllers is a fault ticketing system which will offer a real time overview of site controllers, streamlining the assignment of breakdown requests to contractors and housing direct personnel by sending email or notification via an iOS app when a fault or error message is generated by the lifts controller.

This email or notification will provide essential information such as status, priority, and detailed error descriptions this will enable the council to be aware of the lift breakdowns before it has been reported by residents to housing direct in the usual way.

Collectively, these features will be instrumental in ensuring highly efficient and well organised building management and a robust lift maintenance programme.

Access to the system is secured through encrypted connections, eliminating the need for additional software on mobile devices.

- 3.5.12. TUPE will not apply for these contracts.

3.6. **Evaluation**

Call-off contracts pursuant to the recommended framework agreements will be competitively tendered using mini competition exercises carried out in compliance with the rules of the particular framework agreement. Islington Council will submit a specification, method statement questions, and pricing document specific for the works to be procured.

The council will conduct a mini competition exercise, evaluation, and analysis, using the following award criteria:

- 45% cost.
- 55% quality of which 20% is for social value.

Quality sub-criteria:

- Proposed approach to social value (20%).
- Proposed approach to resourcing, mobilisation, and delivery of the contract (10%).
- Proposed approach to customer service (10%).
- Proposed approach to quality management (10%).
- Proposed approach to health and safety (5%).

3.7. **Business risks**

3.7.1. The specification will state noisy works are to be undertaken between 10am and 4pm Monday to Friday. Were additional restrictions to be applied these would result in increased cost and a longer programme and impact on other projects and schemes starting on time.

3.7.2. The procurement risks are:

- Insufficient interest from the suitably experienced and qualified contractors on the framework agreements recommended.
- Increased tender prices resulting from market fluctuations.
- Manufacturers' experience supply chain issues due to external factors.

The risks noted are offset by cost estimation and the council's understanding of market increases. The scope of works ensures these works are to be delivered efficiently to quality, cost and to the current standards. Being able to access a number of framework agreements for further competition will reduce the risk of unsuccessful procurement exercises.

For the duration of the contract, risks are to be managed by the application of the following measures:

- Robust Risk Assessment Method Statements (RAMS).
- Carrying out regular progress meetings with the contractor appointed to do the work.
- Regular communication updates to residents and staff affected by the work to ensure they are aware of ongoing progress or any delays which may arise.
- Managing resources against the contractors' program of works.

- 3.7.3. Residents are reliant on lifts for both themselves and their visitors to access their properties and the wider community. The council recognises there will be disruption and inconvenience to residents and visitors to the blocks while these works are underway. The council will ensure it provides residents and their representatives with sufficient advanced notice of the works and their impact and will consider the specific needs of residents with vulnerabilities living in the affected blocks. Failure to keep the lifts in good working order and not being serviceable due to the age of the lifts would result in vulnerable residents being unable to leave or access their homes or the essential services they require.
- 3.7.4. Leaseholders pay service charges for lifts and expect lifts to be constantly operational. There are significant reputational risks if our lifts are breaking down due to their age. These risks will be mitigated by ensuring the lift modernisation contracts are procured within the given timescales to ensure continuous delivery of this necessary 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 been 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 in accordance with rule 2.8 of the Procurement Rules:

| Relevant information | Information/section in report |
|--------------------------|--|
| 1. Nature of the service | <p>A strategy to procure future lift modernisation schemes expected to take place between the commencement of this strategy until 2030.</p> <p>See paragraph 4.1</p> |
| 2. Estimated value | <p>The estimated value for the schemes covered by the strategy: £25.195m</p> <p>See paragraph 4.2</p> |
| 3. Timetable | As outlined in this report. |

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| | See paragraph 3.3 |
| 4. Options appraisal for tender procedure including consideration of collaboration opportunities | The contract will be competitively tendered using a number of external framework agreements as set out in the report. See paragraph 4.4 |
| 5. Consideration of: <ul style="list-style-type: none"> • Social benefit clauses; • London Living Wage; • Best value; • TUPE, pensions and other staffing implications | Social benefits London Living Wage TUPE will not apply this contract. See paragraph 4.5 |
| 6. Award criteria | 50% Cost 50% Quality of which 20% is for Social Value See paragraph 4.6 |
| 7. Any business risks associated with entering the contract | Business risks and mitigation are identified within the body of the report See paragraph 4.7 |
| 8. Any other relevant financial, legal or other considerations. | Financial considerations See paragraph 4 |

4. Implications

4.1. Financial Implications

4.1.1. The proposed contracts will cover the replacement of 122 residential lifts which are situated within 76 blocks and across 36 council housing estates.

4.1.2. The anticipated cost of the proposed modernisation of these 122 lifts is £25.195m and is expected to be incurred over three financial years as follows:

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| 2026/27 | £10.655m |
| 2027/28 | £7.010m |
| 2028/29 | £7.530m |

- 4.1.3. Budgets amounting to £4.710m are already allocated with the Housing Team's CMdb database for schemes that will be included in the proposed work as follows:

| Cost Centre | Scheme Title | Current Budget |
|--------------------|------------------------------------|-----------------------|
| YHH1633 | Sickert Court Estate | £640,000 |
| YHH1632 | Holloway Road Group (Waverley Crt) | £110,000 |
| YHH1694 | Andover Estate | £660,000 |
| YHH1844 | Braithwaite House | £560,000 |
| YHH1861 | Weston Rise | £700,000 |
| YHH1906 | Hurlock House | £150,000 |
| YHH1753 | Rotherfield Street Estate | £990,000 |
| YHH1907 | Peregrine House | £600,000 |
| YHH1905 | Rollit & Branston House | £300,000 |
| Total | | £4,710,000 |

- 4.1.4. In addition, there is a further budgeted allocated for general lift works, but not against specific schemes, which amounts to a further £1.440m. There is, therefore, a total of £6.150m of budget allocated within the current major works programme which is available to cover this work.
- 4.1.5. The 10-year programme budget for Major Works on Housing that was set in October 2022 to cover the 2023/24 financial year onwards included an additional sum of £20.298m for the lift programme over the subsequent 10 years, which can be used to cover the remainder of the costs arising. It should be noted that this 10-year programme budget does include an assumption of £207m slippage across the whole programme of £601m, but this is not attributed specifically to lifts, so the team will need to ensure that lift works are prioritised over other types of spend to ensure the budget remains available.
- 4.1.6. Work on compiling the budget for 2024/25 onwards, including the new 10-year programme is currently underway. It is expected that this will not impact on the budget being available and this FI assumes that is the case. The budget should be finalised prior to the award of any contract.

4.2. Legal Implications

- 4.2.1. The council is responsible for undertaking the repair, maintenance and improvement of its housing properties and installations therein (Part 2 of the Housing Act 1985 and section 111 of the Local Government Act 1972). The Council has power to enter into such contracts under section 1 of the Local Government (Contracts) Act 1997.
- 4.2.2. The proposed contracts are contracts for works and the threshold for application of the Public Contracts Regulations 2015 (the Regulations) is currently £5,336,937.

The council's Procurement Rules require works contracts valued at or over £500,000 revenue or £1,000,000 capital to be subject to competitive tender. The proposed procurement strategy is to call for mini-competitions under several suitable established Framework Agreements during the 5-year works programme which is in compliance with the Regulations and the council's Procurement Rules.

- 4.2.3. On completion of the individual procurement process the contract may be awarded to the highest scoring mini-tenderer subject to the tender providing value for money for the council.
- 4.2.4. Procurement Rule 24.2 states that all contracts over £24,999 will need formal conditions prepared or agreed by the Legal Services Team. Legal Services will provide advice and support preparing the call-off contracts.
- 4.2.5. If any of the proposed individual contracts are for a period in excess of 12 months they will be a qualifying long term agreement under section 20 of the Landlord and Tenant Act 1985. Accordingly, the council will need to comply with the leaseholder consultation requirements applicable to long term qualifying agreements set out in the Service Charges (Consultation Requirements) (England) Regulations 2003 (as amended).

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

- 4.3.1. The Contractor will be required to adhere to requirements of the Council's HSE Code of Conduct for contractors and appropriate legislation. The Contractor will be required to ensure that waste materials are kept to a minimum and that waste and redundant materials leaving sites are recycled or reused where practicable. The Contractor will be required to keep the printed circuit boards taken from the current Lift Controllers to be reused as spares for the maintenance team. The Contractor will have a duty of care to ensure that any waste disposal is done in accordance with waste hierarchy and appropriate legislation. All environmental, health and safety precautions are to be observed while operatives are working with oil, and on completion of work any old oil should be transported by a licensed contractor to be disposed of safely and should never be stored on site.

The contractors will achieve any BREEAM prerequisites and supply solutions that contribute to achieving BREEAM credits.

Environmental considerations for this contract include CO₂ emissions from vehicle use and the Contractor should optimise deliveries to minimise the number of journeys taken. Contractors will be encouraged to use Zero emission vans when making deliveries or travelling to site.

The contractors will provide modernised lifts that will be more reliable and user friendly.

4.4. Equalities Impact Assessment

4.4.1. 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.

4.4.2. An Equalities Impact Assessment was completed on 14 September 2023

The main findings were:

The lift modernisation programme will mean that lifts are temporarily out of service, this will be of inconvenience to residents, especially for the elderly, disabled, and pregnant residents or those with young children.

- However, prior to works consultation with residents, councillors and housing management will be undertaken at least six months before and throughout the project following agreed guidance. Vulnerable residents will be identified and alternative arrangements for them will be made so far as is reasonably practicable. The resident steering group will play a key role in supporting this consultation.
- In exceptional circumstances this may entail a temporary relocation while the lift service is interrupted. However, in the longer term, the works will improve the reliability of the affected lifts.
- This project therefore has both positive and negative impacts, with the positive outweighing the short-term negative impacts.

The full Equalities Impact Assessment is appended.

5. Conclusion and reasons for recommendations

5.1. In order to ensure the lifts in the agreed lift modernisation programmes remain safe and compliant, improved reliability, lower maintenance costs, and improvements in energy efficiency it is necessary to procure a number of contracts to deliver the necessary works.

5.2. It is recommended the most efficient way to undertake the necessary procurements is to undertake a programme of mini-competition exercises using existing framework agreements as set out in this report.

Appendices:

- Equalities Impact Assessment

Background papers:

- N/A

Final report clearance:

Authorised by Executive Member for Homes and Communities

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