

North Lanarkshire Council Report

Policy and Strategy Committee

Does this report require to be approved? Yes No

Ref JMcK/GP

Date 07/12/23

The Enterprise Strategic Vehicle – Update and future development

From James McKinstry Chief Officer (Assets and Procurement)

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Executive Summary

The Policy & Strategy Committee has previously received a number of reports updating on the progress of the Enterprise Project and more recently a report was provided to a special meeting of the Council on 17th August 2023.

This report provides a further update on the Enterprise Project highlighting both progress to date and planned future development.

In 2019, North Lanarkshire Council (the 'council') outlined a shared vision for long-term growth and prosperity for the area's communities focused on inclusivity - plan for North Lanarkshire (the 'Plan').

The Enterprise Project is a key element of the council's work programme to fulfil the Plan. It aims to establish an integrated approach for the future delivery of repairs, maintenance and investment in the council's housing, corporate and roads and infrastructure asset portfolio.

Phase one of the Enterprise Project focuses on three substantial public procurements to support the agreed delivery model and to secure continuity of essential service provision;

1. Housing and Corporate maintenance and improvement services (the 'Housing and Corporate Contract');
2. Roads and infrastructure maintenance and improvement services (the 'Roads Contract'); and
3. Place shaping advice and services (the 'Place Shaping Contract').

Its ambition is to create strategic relationships with a small number of best-in-class private sector service providers while cultivating an integrated internal 'intelligent client' function and bolstering internal commercial capacity and expertise.

The proposed contracts will deliver a range of service improvements, increase efficiency and importantly create significant social value for the local area at a scale not achievable from current practice.

The Housing and Corporate Contract

Committee will recall that the procurement for the Housing & Corporate Contract is progressing with a single Bidder, the negotiation stage of the procurement is complete and an invitation to submit a Final Tender was issued to the Bidder on the 30 October 2023.

The procurement remains on track, and subject to the Bidder satisfying the council's requirements in full, the Council will be asked to approve the award of the proposed contract, this expected to be mid Feb 2024 with the services targeted to commence on 1 April 2024.

The short-term extensions to the current contracts with MEARS and Saltire approved at the meeting of the Council on 17 August 2023 have been actioned.

The Roads Contract

The procurement for the Roads Contract is progressing with the three Bidders shortlisted from the selection stage of the procurement procedure. Assessment of the Bidders initial tender submissions and the negotiation stage of the procurement is complete and an invitation to submit a Final Tender was issued to all three Bidders on the 6 November 2023.

To allow time for the procurement to conclude, secure internal approvals and thereafter to mobilise the new contract, the current contract with Amey Public Services LLP which expires in June 2024 will need to be extended for a short period of between 3 and 6 months. This extension is unavoidable in order to maintain continuous provision of service, some of which is legislative in nature.

It is targeted that a contract award recommendation will now be provided to the scheduled meeting of the Council on 28 March 2024 and not mid-February as previously indicated to the Council meeting on 17 August 2023. This will allow the procurement to conclude, the new contract to be mobilised with the services now targeted to commence on 5 August 2024.

Positive progress

The anticipated positive outcomes from the negotiation stage of both procurements provide assurance and increased confidence that the procurements will be progressed to a successful conclusion.

The Place Shaping Contract

Through necessity, the immediate priority and the focus of project resource is ensuring that the successor arrangements for the Housing and Corporate Contract and the Roads Contract are in place for the expiry of the current contracts.

The longer-term solution for the provision of Place Shaping Advice and Services will be developed as soon as project resource capacity allows, with work now expected to commence in Autumn 2024.

Project Governance

The Project Board meets regularly to oversee all aspects of the Enterprise Project, in addition periodic reports are provided to the corporate management team and Committee.

Internal Audit has reported previously on this project on three occasions, with the reports providing generally positive assessments of the project governance arrangements. Currently Internal Audit is undertaking further work in relation to aspects of the Enterprise Project, as part of their 2023-24 Internal Audit Plan.

The results will be reported to the Audit and Scrutiny Panel when complete, in line with Internal Audit Charter and associated reporting protocol. Key findings from the audit process will also be included in future reports to the Policy and Strategy Committee/Council to inform and assist members' decision-making.

Recommendations

It is recommended that the Policy and Strategy Committee;

- 1) in relation to the Housing & Corporate Contract acknowledge;
 - a) the positive progress with the procurement and timeline to completion, set out at para 2.5 of this report; and
 - b) that internal audit is undertaking further work as part of their 2023-24 Internal Audit Plan, the scope of the audit and reporting arrangements set out at section 2.8 of this report;

- 2) in relation to the Roads Contract;
 - a) acknowledge the positive progress with the procurement and timeline to completion, set out at para 2.6 of this report;
 - b) agree, that in order to allow sufficient time for the procurement to conclude, and the new contract to be mobilised, the current contract with Amey will need to be extended for a short period of time (between 3 and 6 months) beyond its June 2024 expiry date; and

- 3) in relation to the Place Shaping Contract acknowledge;
 - a) the status of the procurement and planned future development, set out at para 2.7 of this report.

The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	(24) Review and design services around people, communities, and shared resources
Programme of Work	Statutory / corporate / service requirement

1. Background

1.1 The Enterprise Project aims to develop an innovative new approach to delivery for a full range of interconnected property, community asset and infrastructure investments to ensure the Council delivers on its shared ambition for inclusive growth and prosperity for the people and communities of North Lanarkshire.

1.2 By way of reminder, the Enterprise Project delivery model;

- was required, as despite positive pre-procurement market engagement, the previously advertised contract opportunity failed to attract sufficient market interest to allow the Enterprise Strategic Commercial Partnership Project as envisaged to proceed;
- was informed by extensive market engagement;
- adopts a hybrid approach which will consist of a blend of in-house delivery, supplemented as required by external expertise and capacity, while continuing to deliver services through a significantly reduced range of third-party contracts;
- will create focused strategic relationships with a small number of 'best in class' service providers from the private sector along with the development of a more integrated internal 'intelligent client' function, building internal commercial capacity and capability;
- promotes a phased and prioritised approach to implementation. This will deliver improved efficiency, incremental improvement, and greater socio-economic impact in the short to medium term while allowing the council sufficient time to further develop its in-house commercial capacity and capability and to benefit from any improvement in market conditions in the medium to long term; and
- requires, three major public procurements to be completed;
 1. the Housing and Corporate Contract;
 2. the Roads Contract; and
 3. the Place Shaping Contract.

1.3 The Policy & Strategy Committee has previously received a number of reports updating on the progress of the Enterprise Project.

- 19 March 2020;
- 2 December 2021; and
- 1 December 2022.

More recently a report was provided to a special meeting of the Council on the 17th August 2023.

The Housing and Corporate Contract

1.4.1 The Committee previously approved the commencement of a public procurement exercise and subject to future Council approval, to enter a new contract now targeted to commence on 1 April 2024. Many of the services within scope of the new contract, are essential and legislative in nature, and it is essential that appropriate contractual arrangements are in place to ensure continuity of service provision.

1.4.2 Under the agreed procurement strategy, it is proposed to procure a contract with a single provider for a minimum period of eight years, with contract extensions available, subject to performance, to a maximum contract length of twelve years. The estimated upper limit of the contract including contingency, and VAT is £1.8 billion.

- 1.4.3 The Contract Notice and supporting documentation for the Housing and Corporate Contract opportunity was published on the UK Find a Tender Portal and the Public Contracts Scotland Portal on 21 June 2022, this formally launched the procurement.
- 1.4.4 To augment the services provided under the current Housing and Corporate maintenance contract and the Gas Servicing contract there are an additional 42 individual contracts in place.
- 1.4.5 The proposed contract will incorporate all of these, including Gas Servicing under a single overarching agreement. The proposed contract will allow the council to access a range of maintenance, repair and essential compliance services. These include:
- planned maintenance on tenanted, corporate and empty properties;
 - responsive repairs;
 - essential compliance services (including; fire safety, gas safety, electrical testing and asbestos management);
 - some related call handling services;
 - investment projects/programmes; and
 - ad-hoc minor works.
- 1.4.6 Not all of the services to be provided under the proposed contract will be delivered directly by employees of the service provider, a significant proportion (27% by value) of the services will be delivered through a supply chain, that will be established and managed by the service provider. This ensures that the proposed contract provides subcontract opportunities for local and regional organisations.
- 1.4.7 The short-term extensions to the current contracts with MEARS and Saltire approved at the meeting of the Council on 17 August 2023 have been actioned and in accordance with General Contract Standing Orders a report providing further details in relation to these extensions was provided to the Housing Committee on 27 November 2023.

The Roads Contract

- 1.5.1 The Finance and Resources Committee previously approved the commencement of a public procurement exercise, and subject to future Council approval, enter a new contract now targeted to commence on 5 August 2024. Similar to the Housing and Corporate Contract, many of the services within scope of the proposed contract, are essential and legislative in nature, and it is essential that appropriate contractual arrangements are in place to ensure continuity of service provision.
- 1.5.2 Under the agreed procurement strategy, it is proposed to procure a contract with a single provider for a minimum period of eight years, with contract extensions available subject to performance, to a maximum contract length of twelve years. The estimated upper limit of the contract including contingency, and VAT is £450 million.
- 1.5.3 In accordance with applicable procurement legislation, the Contract Notice and supporting documentation was published on the UK Find a Tender Portal and the Public Contracts Scotland Portal on 1 November 2022. This formally launched the procurement.
- 1.5.4 To augment the services provided under the current Roads maintenance contract there are an additional 12 individual contracts in place. The proposed contract will incorporate all of these under a single overarching agreement.

- 1.5.5 The proposed contract will deliver a range of services including reactive maintenance, incident response services, routine maintenance, winter maintenance planning / delivery, network inspections, investment / improvement projects and programmes and other related work to the council's existing roads assets at scale.
- 1.5.6 Not all the services to be provided under the proposed contract will be delivered directly by employees of the service provider, a significant proportion (of between 25% and 54% by value) of the services will be delivered through a supply chain, that will be established and managed by the service provider. This ensures that the proposed contract provides subcontract opportunities for local and regional organisations. The actual proportion of the services that will be delivered through a supply chain will be confirmed at the point that the procurement concludes, and the identity of the Bidder recommended for contract award is known.
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2. Report

- 2.1 Both the proposed Housing & Corporate Contract and the Roads Contract are being procured using the Competitive Procedure with Negotiation, which involves two post-selection stages of tendering (Initial Tenders and Final Tenders) with an intervening period of negotiation – focused on ensuring that the council's requirements are met. This approach will help to closely align the Bidders Final Tender submissions with the council's objectives and achieve best-fit contracting arrangements.
- 2.2 The negotiation stage of both procurements is complete. Negotiation sessions were held with all Bidders on 1:1 basis, with all but one of the sessions held in person. All Bidders were provided with the same number of sessions, equal allocation of time and consistent access to council officers and advisors.
- 2.3 The negotiations focused on key technical, operational and commercial issues aimed at Bidders improving on their Initial Tender submissions. The negotiation process was also used to point out to Bidders any elements of their Initial Tender submission which fell short of the council's requirements, with Bidders encouraged to improve their proposals appropriately in their Final Tender submission.
- 2.4 The project plan made provision for three rounds of negotiation with each of the Bidders, however given the complexity, the range and importance of the discussions, an additional two rounds of negotiations were required. As a consequence, the project plan had to be extended by three weeks to allow the process to complete.

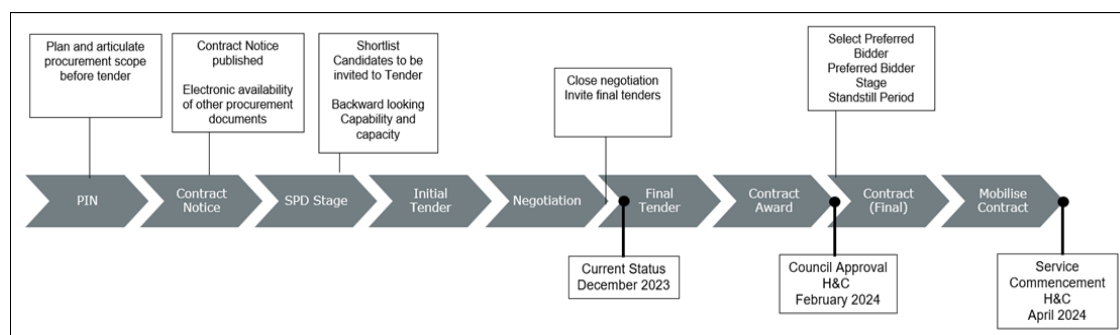
The Housing and Corporate Contract - Progressing the procurement

- 2.5.1 The procurement continues to be progressed with the single Bidder – Mears Ltd. The negotiation stage of the procurement, as set out at paras 2.2-2.4 of this report comprised 5 rounds of negotiation with the Bidder and is now complete.
- 2.5.2 The Bidder engaged positively during the negotiation stage and as a result the council can reasonably expect that the Bidder will improve aspects of their technical, operational and commercial proposals, with these improvements anticipated to be confirmed in the Bidders Final Tender submission.
- 2.5.3 An invitation to submit a Final Tender was issued to the Bidder on the 30 October 2023. The deadline for receipt of the Bidders Final Tender submission was 20 November 2023, with the council's evaluation of the submission scheduled to complete by 15 December 2023.

2.5.4 The anticipated positive outcomes from the negotiation stage provide assurance and increased confidence that the procurement will be successful and subject to the Bidder meeting the council's requirements in full, that the proposed contract as envisaged can be awarded.

2.5.5 The current status and timeline for completion of the procurement and mobilisation of services thereafter is summarised in Figure 1, with further detail provided at Appendix 2.

Figure 1



The Roads Contract – Progressing the procurement

2.6.1 The procurement continues to be progressed with the three Bidders who were successful at the selection stage of the procurement;

1. Amey OW Ltd;
2. Hochtief PPP Solutions GmbH; and
3. Kier Highways Ltd.

2.6.2 The three Bidders were issued with Invitation to Negotiate documentation on 3 April 2023 and invited to provide an Initial Tender submission to the council.

2.6.3 All three Bidders submitted an Initial Tender submission by the response deadline. The Bidder's Initial Tender submissions were assessed for affordability and, at that stage of the procurement, the extent to which the Initial Tender submission otherwise met the council's requirements.

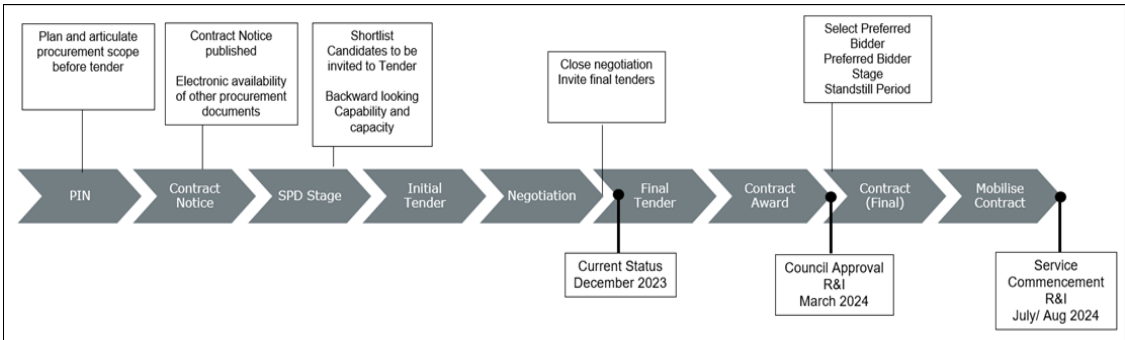
2.6.4 The summary assessment of the financial elements of the Bidder's Initial Tender submissions indicates that the cost of providing the services under the proposed contract will be broadly comparable with current costs. The costs associated with the proposed contract are assessed as generally representing fair market rates and falling within acceptable parameters.

2.6.5 The outcome of the assessment of the Bidder's Initial Tender submissions against the council's qualitative criteria indicated that only one Bidder satisfied all 27 of the criteria. The other two Bidders, at this stage in the procurement, assessed as yet not meeting 1 and 7 of the 27 criteria. The details are provided in Appendix 1.

2.6.6 This was not of significant concern at that time, as the next steps in the procurement process were designed to facilitate improvement in both the financial and qualitative aspects of a Bidders' Initial Tender submission. A positive contract award decision will be contingent on the Bidder who is recommended for contract award meeting the council's requirements in full.

- 2.6.7 The negotiation stage of the procurement, as set out at paras 2.2-2.4 of this report comprised 5 rounds of negotiation with the Bidders and is now complete.
- 2.6.8 The Bidders all engaged positively during the negotiation stage and as a result the council can reasonably expect that the Bidders will improve aspects of their technical, operational and commercial proposals, these improvements anticipated to be confirmed in the Bidders Final Tender submissions.
- 2.6.9 An invitation to submit a Final Tender was issued to the Bidders on the 6 November 2023. The deadline for receipt of the Bidders Final Tender submissions is 8 December 2023, with the council's evaluation of the submissions scheduled to complete by 26 January 2024.
- 2.6.10 The outcome of the assessment of the Bidders' Initial Tender submission and the anticipated positive outcomes from the negotiation stage provide assurance and increased confidence that the procurement will be successful and subject to the Bidder meeting the council's requirements in full, that the proposed contract as envisaged can be awarded.
- 2.6.11 The additional time required to undertake the additional rounds of negotiation set out at para 2.4 has exhausted all the remaining contingency in the project plan. To allow time for the procurement to conclude, secure internal approvals and thereafter to mobilise the new contract, the current contract with Amey which expires in June 2024 will need to be extended for a short period of between 3 and 6 months. This extension is unavoidable in order to maintain continuous provision of service, some of which is legislative in nature.
- 2.6.12 Legal advice indicates that in the circumstances, to extend this contract beyond its expiry dates on substantially the same contractual basis and for a short period of time, would present a low risk to the council.
- 2.6.13 It is now anticipated that the procurement will conclude in time to provide a contract award recommendation to the scheduled meeting of the Council on 28 March 2024, thereafter the contract will be mobilised with the services targeted to commence on 5 August 2024. While a commencement date of 5 August 2024 is targeted, to provide some contingency in the project timeline, it would be prudent to consider having the ability to extend the current contract for a short period beyond this date.
- 2.6.14 The current status and timeline for completion of the procurement and mobilisation of services thereafter is provided in Figure 2.

Figure 2



The Place Shaping Contract – update

- 2.7.1 Adopting a strategic management approach to place shaping through innovative and sustainable initiatives will help maximise community assets and public spaces. Effective place shaping will help make the connection between communities and North Lanarkshire ‘the place’, helping with COVID and climate recovery and stimulating local economic growth.
- 2.7.2 Through necessity, the immediate priority and the focus of project resource is ensuring that the successor arrangements for the Housing and Corporate Contract and the Roads Contract are in place for the expiry of the current contracts.
- 2.7.3 However, a number of third-party frameworks have been identified and assessed as continuing to be suitable for the council’s requirements in the short term. These frameworks will allow the council to access a range of expert external services, as and when required, to supplement in-house capacity and capability.
- 2.7.4 The longer-term solution for the provision of Place Shaping Advice and Services will be developed as soon as project resource capacity allows. It is anticipated that this work will now commence Autumn 2024.

Project governance

- 2.8.1 The Project Board meets regularly to oversee all aspects of the Enterprise Project, in addition periodic reports are provided to the corporate management team and Committee.
- 2.8.2 Internal Audit has reported previously on this project on three occasions, with the reports providing generally positive assessments of the project governance arrangements.
- 2.8.3 Currently Internal Audit is undertaking work, as part of their 2023-24 Internal Audit Plan, designed to provide assurance on two key aspects in relation to the Enterprise Project:
 - 1. whether or not the project has continued to be managed in line with corporate expectations and in a manner consistent with good practice; and
 - 2. whether or not, reasonable steps have been taken by management to successfully address and mitigate risks associated with the single bidder scenario, including the need to assess whether any proposed contract outcome can be demonstrated to deliver best value to the Council.
- 2.8.4 The Chief Officer (Audit and Risk) has advised that the assessment of this latter objective (how management have sought to secure and be able to demonstrate best value) will, in particular, consider the adequacy and effectiveness of how the Project Board/Team have sought to mitigate risks associated with the single bidder scenario and that this will include a detailed assessment of work undertaken by management in areas such as the use of benchmarking, the use and extent of transparent pricing and the development of costing models against which the bidder’s costs/prices can be assessed.
- 2.8.5 Internal Audit work is currently ongoing and the results will be reported to the Audit and Scrutiny Panel when complete, in line with Internal Audit Charter and associated reporting protocols. Key findings from the audit process will also be included in future

reports to the Policy and Strategy Committee/Council to inform and assist members' decision-making.

3. Measures of success

3.1 The measures of success remain as previously reported to the Committee on 19 March 2020, the Enterprise Project will help the council to:

- shape North Lanarkshire;
- enhance our economy;
- regenerate our communities;
- provide cohesive maintenance and repairs;
- focus on whole-life investment;
- achieve more efficient and effective delivery;
- move towards more sustainable and carbon neutral communities; and
- provide access to additional resources.

3.2 The delivery model will continue to support twenty of the twenty five ambition statements, being a key driver for nine of these ambition statements (2, 3, 5, 6, 17, 21, 22, 24, 25) and contributing to eleven other ambition statements (1, 4, 10, 11, 12, 14, 15, 16, 18, 19, 23) and will be a catalyst for the successful delivery of the Plan for North Lanarkshire and its key priorities.

4. Supporting documentation

Appendix 1 - R&I Initial Tender assessment outcome
Appendix 2 – Procurement timetable – key dates



James McKinstry
Chief Officer (Assets and Procurement)

5. Impacts

5.1 Public Sector Equality Duty and Fairer Scotland Duty

Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty?

Yes No

If Yes, please provide a brief summary of the impact?

The Enterprise Project aims to create, through the council's strategic contractual relationships with service providers, social value at scale for local communities. This will help the council to meet the requirements of the Fairer Scotland Duty to reduce socio disadvantage.

Socio economic impact is at the heart of the Enterprise Project and related contracts. The Enterprise Project will deliver a range of socio-economic benefits for the local community at a scale that cannot be achieved from current procurement and contract management practices. Targeted social value benefits will include;

- Employment Education & Skills - generate employment and training opportunities for school leavers, apprentices and unemployed people;
- Supply Chain Development & Opportunities - use small and medium sized enterprises (preferably local). Social enterprise or a supported business in supply chain;
- Community Engagement & Capacity Building – to benefit local communities;
- Environment - implement carbon reduction and sustainability initiatives; and
- Innovation - introduce innovation in delivery of services (e.g., digital tools, automation, working practices).

A single co-ordinated framework for delivering, measuring, and reporting socio economic impact across all Enterprise Project related contracts will be developed and implemented, this framework will be scalable for use across the wider organisation.

The council incorporates the statutory guidance on addressing 'Fair Work Practices' including payment of the Living Wage in all significant procurements

If Yes, has an assessment been carried out and published on the council's website? <https://www.northlanarkshire.gov.uk/your-community/equalities/equality-and-fairer-scotland-duty-impact-assessments>

Yes No

5.2 Financial impact

Does the report contain any financial impacts?

Yes No

If Yes, have all relevant financial impacts been discussed and agreed with Finance?

Yes No

If Yes, please provide a brief summary of the impact?

The provisional financial implications of the Housing Corporate Contract were reported to Council on 17 August 2023.

The provisional financial implications of the Roads and Infrastructure Contract are provided in para 2.6.4 of this report.

The final financial implications for both contracts will not be known until the procurements are complete and will be included in the future contract award recommendation reports to Council.

5.3 HR policy impact

Does the report contain any HR policy or procedure impacts?

Yes No

If Yes, have all relevant HR impacts been discussed and agreed with People Resources?

Yes No

If Yes, please provide a brief summary of the impact?

5.4 Legal impact

Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)?

Yes No

If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic?

Yes No

If Yes, please provide a brief summary of the impact?

Legal advice has been and will continue to be sought to ensure compliance with applicable legislation, including but not limited to; procurement and contractual matters, company structures, and employment law considerations.

5.5 Data protection impact

Does the report / project / practice contain or involve the processing of personal data?

Yes No

If Yes, is the processing of this personal data likely to result in a high risk to the data subject?

Yes No

If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to dataprotection@northlan.gov.uk

Yes No

5.6 Technology / Digital impact

Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi?

Yes No

If Yes, please provide a brief summary of the impact?

The project includes securing efficiencies through further digitising aspects of information exchange and ways of working.

Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?

Yes No

5.7 Environmental / Carbon impact

Does the report / project / practice contain information that has an impact on any environmental or carbon matters?

Yes No

If Yes, please provide a brief summary of the impact?

The Enterprise Project aims to develop an innovative new approach to delivery for a full range of interconnected property, community asset and infrastructure investments. As such, will help the council to create more attractive town centres, address areas of poor quality in the built environment, and encourage town centre living through greening and improved community assets. Added to this, the reshaping of North Lanarkshire's town centres will aim to incorporate more energy efficient housing and infrastructure and promote active travel and the use of public transport via the development of transport hubs / interchanges, to support future council targets for net zero emissions.

5.8 Communications impact

Does the report contain any information that has an impact on the council's communications activities?

Yes No

If Yes, please provide a brief summary of the impact?

Regular updates relating to the Enterprise Project have been provided in line with the agreed project communication plan this will continue as the project progresses.

5.9 Risk impact

Is there a risk impact?

Yes No

If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?

Associated risks for the Enterprise Project are identified and managed in accordance with the agreed corporate project risk management methodology and monitored and reported via the Project Team and/or Project Board with risk escalation as required.

5.10 Armed Forces Covenant Duty

Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?

Yes No

If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.

The Bidders have made a commitment to diversifying its workforce through initiatives such as "Tradeswomen into Maintenance", and the "Armed Forces Covenant";

5.11 Children's rights and wellbeing impact

Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?

Yes No

If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes No

Appendix 1 – Roads and Infrastructure Maintenance and Improvement Services - Outcome of the assessment of ITN submissions

Reference	Question	Bidder 123	Bidder xyz	Bidder 9a7
Question 1.1a	Governance and Contract Management Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.1b	Depot Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.2a	Service Delivery Plan for Core Services Reactive Maintenance, Statutory Compliance / Servicing, Project/Programmes: Investment Works and Other Related Works	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.2b	Severe Weather Service Delivery Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.2c	Service Delivery Plan for Street Lighting for Reactive Maintenance, Statutory Compliance/Servicing, Core Projects/Programmes: Investment Works and Other Related Works	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.2d	Traffic Management Systems Service Delivery Plan for Reactive Maintenance, Statutory Compliance/ Servicing, Core Projects/ Programmes: Investment Works and Other Related Works	Meets the minimum requirement	Meets the minimum requirement	Does not yet meet the minimum requirement
Question 1.2e	Services Delivery Plan for Specialist Services (excluding Roads Incident Response).	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.2f	Service Delivery Plan for Roads Incident Response	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.2g	Services Delivery Plan for Professional Services for Reactive Maintenance, Statutory Compliance/Servicing, Core Projects/Programmes: Investment Works and Other Related Works	Meets the minimum requirement	Meets the minimum requirement	Does not yet meet the minimum requirement
Question 1.3	Resources Plan	Meets the minimum requirement	Does not yet meet the minimum requirement	Does not yet meet the minimum requirement
Question 1.4	Fair Work Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.5	Supply Chain Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement

Question 1.6a	Mobilisation Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.6b	Service Exit Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.7	Technology Plan	Meets the minimum requirement	Meets the minimum requirement	Does not yet meet the minimum requirement
Question 1.8a	Health and Safety Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.8b	Quality Management Systems Plan.	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.8c	Environmental Management System Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 1.8d	Service Continuity Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 2.1	Social Value Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 2.2	Local Supply Chain Development Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 2.3	Local Community Engagement and Capacity Building Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 2.4	Environmental Impact Reduction Plan	Meets the minimum requirement	Meets the minimum requirement	Does not yet meet the minimum requirement
Question 2.5	Innovation and Improvement Plan	Meets the minimum requirement	Meets the minimum requirement	Meets the minimum requirement
Question 3.1	Commercial Plan	Meets the minimum requirement	Meets the minimum requirement	Does not yet meet the minimum requirement
Question 3.2	Pensions Plan	Meets the minimum requirement	Meets the minimum requirement	Does not yet meet the minimum requirement
Question 4.1	Legal	Evaluated Offline	Evaluated Offline	Evaluated Offline

Appendix 2 - Procurement timetable – key dates

Programme Task	Housing & Corporate	Roads & Infrastructure
Initial Tender Launch*	13 March 2023	3 April 2023
Initial Tender Period*	13 March – 5 May 2023	3 April – 30 June 2023
Tender Review*	8 May – 9 June 2023	30 June – 9 August 2023
Price Clarification*	16 June – 17 July	N/A
Negotiation*	11 September – 24 October 2023	11 September – 19 October 2023
Prepare Final Tender*	3 October – 30 October 2023	18 September – 6 November 2023
Final Tender Period*	30 October – 20 November 2023	6 November – 8 December 2023
Tender Evaluation and Moderation	20 November – 15 December 2023	8 December 2023 – 26 January 2024
Contract award – Council decision	Mid- February 2024	28 March 2024
Standstill Period	N/A	29 March – 15 April 2024
Finalise Legal Documents	5 January – 15 February 2024	March - April 2024
Mobilisation	Feb 2024 - post contract commencement	May – August 2024
Contract Commencement	1 April 2024	5 August 2024

Tasks complete as of 7 December 2023*