



Cabinet
7 February 2022

**Report from the Strategic Director
of Regeneration and Environment**

**Final Redefining Local Services Delivery Model and
Authority to Tender Contract for Highways Maintenance
Services**

Wards Affected:	All
Key or Non-Key Decision:	Key
Open or Part/Fully Exempt: <small>(If exempt, please highlight relevant paragraph of Part 1, Schedule 12A of 1972 Local Government Act)</small>	Part Exempt – Appendix 1 is exempt as it contains the following category of exempt information as specified in Paragraph 3, Schedule 12A of the Local Government Act 1972, namely: "Information relating to the financial or business affairs of any particular person (including the authority holding that information)"
No. of Appendices:	One Appendix 1(exempt): Risk Register
Background Papers:	None
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1.0 Introduction

- 1.1 In 2018, Brent adopted a deliberate strategy to synchronise the end dates for its outsourced environmental services so that they coincide for reconsideration at the same time. The Redefining Local Services (RLS) programme was subsequently

initiated in May 2019 to develop and implement a commissioning strategy in time for new service arrangements to take effect from 1 April 2023

- 1.2 In August 2021, Cabinet agreed the Final RLS Delivery Model, which was a “specialist contracts delivery model with low to moderate levels of insourcing” including the high level procurement strategy for those services which will be outsourced. Decision on the final level of insourcing was deferred until early 2022, to both allow time for the evaluation of the in house highways reactive maintenance trial and to inform the scope of the Invitation to Tender for the next Highways Services contract.
- 1.3 This report now proposes the final level of insourcing within the RLS Delivery Model with respect to the last outstanding matter - the level of insourcing of the highways reactive maintenance function - and presents the detailed procurement strategy and timetable for the Highways Maintenance Services contracts (‘Highways Maintenance Contracts’). Following recent review, outsourcing the full highways reactive maintenance service is recommended. The report requests approval to invite tenders in respect of the Highways Maintenance Contracts, as required by Contract Standing Orders 88 and 89.

2.0 Recommendations

- 2.1 That Cabinet approves the “Specialist Contracts with Low Level Insourcing” model as the final delivery model for RLS, with the full highways reactive maintenance service continuing to be outsourced.
- 2.2 That Cabinet approves Inviting tenders for Highways Maintenance Contracts consisting of one tender for Works, separated into two Lots, and one tender for Consultancy Services as detailed at paragraphs 4.3 – 4.8.
- 2.3 That Cabinet approves Inviting tenders for the Highways Maintenance Contracts on the basis of the pre-tender considerations set out in paragraph 4.17 of this report.
- 2.4 That Cabinet approves Officers evaluating the tenders for the Highways Maintenance Contracts on the basis of the evaluation criteria set out in paragraph 4.17 of this report.

3.0 RLS Final Delivery Model

RLS Aims and Objectives

- 3.1 The aim set by members for the RLS programme is to design and implement a better, more integrated and flexible local services delivery model that improves the look and feel of Brent’s public realm. The following RLS programme objectives were defined by Brent’s members following the launch of the programme in May 2019:
 - Meet residents’ and businesses’ requirements for the services: fully engage with the community to understand their needs and aspirations
 - A clean, green environment: place clean streets, clean air, carbon reduction, quality green spaces, trees & biodiversity at the heart of the programme

- Be bold and innovative: explore all possible delivery options and seek out best practice and innovation from other providers, from the UK and abroad
- Provide the best value possible with available council resources, in the context of post-Covid financial pressures
- Ensure services are flexible and adaptable to change: build in control, flexibility and resilience to manage future change

RLS Programme Scope

3.2 The RLS programme's scope covers the following functions led by the Environmental Services Directorate (these are outsourced unless indicated otherwise):

- Waste and recycling collections
- Recyclates reprocessing
- Street cleansing
- Winter maintenance
- Grounds maintenance for parks, council housing and highways verges
- Arboricultural services
- Highways services (all works outsourced, policy and projects insourced)
- Street lighting services
- Parking services
- Highways and environmental crime enforcement (insourced)
- Regulatory services (environmental health, food safety, trading standards, licensing) - (insourced)
- Commercial services (cemeteries, pest control) (insourced)
- Community protection (CCTV maintenance outsourced, anti-social behaviour insourced)
- Special Needs Transport (shared service)

3.3 A key element of the RLS programme is the recommissioning of functions that are currently delivered through contracts. The key contracts are included in Table 1 below.

Table 1: Contracts in scope of RLS

Contract	Supplier	Annual Value (2020/21)	End extension /
Special Needs Transport (shared service)	LB Harrow	£11m	2022
CCTV Maintenance	Tyco	£0.2m	2022 + 1
Highways Services	FM Conway	£8m	2023
Parking Services	Serco	£6m	2023
Arboricultural Services	Gristwood & Toms	£0.77m	2023 + 2
Street Lighting Services	FM Conway	£1.1m	2023 + 2
Public Realm	Veolia	£18 m	2023 + 7

RLS Service Improvement Priorities

3.4 A comprehensive review of existing environmental services provision was undertaken as part of the RLS programme in order to identify areas for service improvement. The Final RLS Delivery Model will aim to achieve the following overarching objectives, informed by the outcomes of the RLS reviews:

- A neighbourhood approach to managing local issues to meet the needs of local areas
- A borough-wide approach to managing our assets and infrastructure to ensure investment is spent well
- A specialist contracts approach for outsourced services
- Improved contract management and monitoring for contracted services
- An intelligence-led approach to the deployment of resources
- Integrated deployment of environmental enforcement services across public realm
- Greater responsiveness to addressing issues and problems in the public realm
- Better digital customer interface with real-time information and issue reporting
- Additional council capacity for continuous service improvement and innovation
- Focusing specialist officers where they can add the greatest value, with more triaging between generalist and specialist roles
- Deliver improved Social Value outcomes via our Social and Ethical Procurement Policy, including: striving for carbon neutrality by 2030 and enhancing nature and biodiversity; the number of local jobs created (where appropriate for the contract), including focus on disadvantaged groups; and the number of SMEs and third sector organisations that benefit from the procurement exercises.

RLS Final Delivery Model

3.5 On the 16th August 2021, Cabinet agreed the final RLS delivery model, “specialist contracts with low to moderate levels of insourcing”, with decision on the final level of insourcing deferred until early 2022, by when decision on the scope of the next Highways Services contract would be required. The ‘moderate level insourcing’ option was the same as the low level options, but with the addition of the full highways reactive maintenance service rather than just the one gang undertaking 20% of reactive works.

Table 2: Final RLS Delivery Model agreed by Cabinet on 16 August 2021

Specialist contracts with either low to moderate level insourcing
<i>Specialist contracts</i>
• Integrated street cleansing, waste collections and winter gritting
• Recyclates reprocessing
• Grounds maintenance
• Parking services

• Tree maintenance
• Street lighting
• Highways Services
<i>Insourcing (TUPE noted where applicable)</i>
• Education, Communication and Outreach function from waste contract (TUPE)
• Informal Parking Appeals (TUPE)
• Tree surveying, data, work orders (TUPE)
• Highways gang for 20% reactive repairs OR full reactive highways maintenance (TUPE)
• Park wardens function (TUPE)
<i>Stronger client (new posts)</i>
• 1 additional highways inspector
Total additional cost recurring revenue: £0.2m - £0.8m
Mobilisation costs can be contained within existing R&E budgets
£0.02m - £0.65m Capital required for tree database and highways reactive maintenance

Highways Reactive Maintenance Arrangements

- 3.6 The return of the council-owned depot and yard at Unit 2 Marsh Road, Alperton, (the “Depot”) into Council hands in January 2020 provided an opportunity to undertake a range of Covid-19 related and other operational functions. In summer 2020, a review was completed exploring ways to offset the ongoing costs of the Council’s use of the Depot arising from the loss of commercial rent and other site costs. As a result of the review, the Depot was to be used as a base to deliver a range of property related functions, wider general maintenance repairs and ad hoc works, a trial in house highways reactive maintenance team, and in time, sign fabrication and installation and Special Needs Transport bus parking.
- 3.7 The trial highways maintenance function was intended to focus on remedying highways defects generated by customer reports, which make up 20% of all highways reactive repairs. These defects tend to be the most contentious and cause the most correspondence and complaints. The repairs would include minor potholes and footway defects such as raised and cracked slabs causing slip/trip hazards, and dislodged kerbs, posts and bollards. Defects identified through scheduled inspections would remain allocated to the highways services contractor.
- 3.8 The intention was to introduce a two person highways reactive maintenance gang during 2021 to work under our current contractor, FM Conway’s operational guidance when they came on board while the site team continued to set up the Depot.
- 3.9 With much of the preparatory work for the site and operations completed, the first round of recruitment for field operatives commenced in August. However, after three further rounds, the team found that they were unable to secure any interviews due to a lack of available applicants. The pandemic, Brexit, a

nationwide shortage of staff and the limited scope/value in increasing pay rates above market rates are all considered to be contributing factors to this.

- 3.10 In addition, a review of the finances indicated a net financial pressure of £335k to run the Depot operational model as originally intended. As reported to Cabinet in August 2021, the addition of the full highways reactive maintenance service to the Depot operating model would create an additional £600k net cost per annum, creating a combined net cost pressure of £935k per annum. This pressure would need to be met from making savings elsewhere in the Regeneration & Environment Department which would be difficult to identify without requiring service reductions elsewhere. Furthermore, this pressure would be additional to other significant existing pressures faced by the Department.
- 3.11 Given the financial outlook, it is now proposed that the highways reactive maintenance trial is not taken forward and that the service continues in future to be outsourced as part of Highways Services contracts. The Depot service will be scaled back to a 'caretaking' arrangement until future options for the use of the Depot are better understood. The Depot has been offered to bidders in the delivery of the Integrated Street Cleansing, Waste Collections and Winter Maintenance Services contract and their requirements for the Depot to fulfil that contract on either a shared or exclusive basis will be understood following competitive dialogue with bidders in Spring 2022.

4.0 Highways Services Procurement Strategy

- 4.1 On 30th November 2021, officers undertook a soft market engagement event, and sought the views of a range of service providers including local firms. The subjects in question were:
- The packaging and duration of the highway contracts
 - Whether we should use a restricted or an open tender process, and are there any alternatives that the council should consider.
 - what opportunities would be created for the local supplier base within the contractors supply chain
 - To help achieve net carbon zero by 2030, how the environmental impact of this contract can be minimised over the duration of the contract
- 4.2 This soft market engagement has informed the proposed procurement strategy for new Highways Maintenance Contracts which is set out in detail in this section. The features of the highway contracts and their procurement take account of the council's budget, the current markets and try to mitigate identified risks.
- 4.3 It is proposed that highways maintenance works are procured as one tender with two separate Lots and the highways consultancy services is tendered separately. The financial split between the contracts is shown in section 4.17.
- 4.4 In broad terms, the scope of the two works lots will cover: reactive highways maintenance; cyclical and reactive gully cleansing; planned highways maintenance and highways schemes. It is intended that two different contractors will be appointed to the two works lots for planned maintenance and scheme work, with the borough split geographically (e.g. north/south or east/west), with one

contractor taking an area each. Reference will be made to historic records of planned and scheme workloads, and forecast planned maintenance programmes, to inform the borough split so that the workloads are expected to be balanced between the two areas.

- 4.5 The aim is to have flexibility and better service delivery built into the forthcoming contractual arrangements post-2023 to provide “back up” contractor facility, from one area to another and vice-versa, to cater for peaks in workload in each of the geographical areas. Greater flexibility will ensure better service outcomes and a more responsive operation on the ground.
- 4.6 The previous LoHAC contract duration was eight years. The new contract duration has flexibility to be a maximum of ten years, which gives better scope to maintain affordability and to offset any possible price increase due to current market conditions through longer term arrangements. In effect, we would expect the duration of the contract to enable the contractors to price competitively, with the possibility of being able to secure work over the longer 10 yr period.
- 4.7 For reactive maintenance and gully cleansing, it is intended that one of the lots includes these functions borough-wide, with back up from the other contractor. This will provide economies of scale whilst allowing for a reserve contractor to provide back up during peaks in workload.
- 4.8 The highways consultancy contract will cover the Inspection of Highway Structures, Site Investigations and Surveys and Design Services.
- 4.9 The structural problems inherent in the London Highways Alliance (LoHAC) 1 contract have been addressed and the benefits of the approach used in the recent £20m footway contracts have been applied. Officers have designed the procurement strategy to build on the recent improvements in the timeliness and quality of reactive repairs compared to the early years of the LoHAC 1 contract.
- 4.10 Originally, Brent’s LoHAC arrangement was set up so that highway safety inspections were outsourced and the cost of repairing all high priority defects came out of a lump sum, and the Council then paid for repair of defects identified as medium priority. This created an inherent contractual tension over whether a defect should be categorised as high or medium priority. The issue was successfully resolved in 2018 by a Deed of Variation to the contract, whereby the inspection function came back in house, the lump sum was abolished and the cost of all repairs is now on a “pay as you go” basis. This means the Council has control over the priority given to defects and the decision as to what gets fixed and when. This new arrangement will be carried forward to the new contracts post April 2023.
- 4.11 Furthermore, elevated levels of better-targeted planned maintenance reduce the need to spend money on reactive maintenance. Using better data analysis through Artificial Intelligence (AI) condition surveys, we are carefully targeting a wider range of planned maintenance treatments. The structural condition of local roads (“Unclassified” roads) has improved from 24% needing major maintenance in 2016/17 to only 9% in 20/21. Indeed, the total number of carriageway defects identified by all safety inspections has fallen by 60% between 2018/19 and 20/21 (3095 to 1256). The overall footway condition has substantially improved from

47% in 2018/19 to 33% in 2020/21, which reflects the substantial impact made by the £20m footway improvement programme

- 4.12 However, notwithstanding this, a risk currently not mitigated is once the cost of high priority defects is set aside, on average the remaining funding only pays for the repair of the top 20% of identified medium priority defects. This may continue to reflect on the perception of this function and is best mitigated by ensuring elevated levels of better-targeted planned maintenance and investment in proactive improvement programmes to reduce the need to spend money on reactive maintenance on a day to day basis.
- 4.13 At times the original LoHAC contractor did not complete reactive maintenance repairs on time and significant repair backlogs built up (150 not being uncommon), which then took some months to work through and bring back down to acceptable levels. For that reason it is proposed to have flexibility built into the forthcoming contractual arrangements post-2023 to provide a “back up” contractor facility for cater for peaks in workload (commensurate with the expected £50k p.a. figure) and possible performance issues in the other contract (in which case the through-put may be higher).
- 4.14 Since the Highways Services contract was novated to FM Conway in April 2021, of the repairs completed in 21/22 (up to end of September 2021) the percentage of failures on quality so far is 2.5% a noticeable improvement on 7% in the previous year. The current effective auditing and monitoring regime, reviewed and retargeted as necessary, will be carried forward to the next contracts.
- 4.15 Moreover, we will benefit from a stronger highways client function with the additional Highways Inspector that is being funded as part of the Final RLS Delivery Model, which will provide additional officer capacity to undertake inspections and monitor the condition of highway.
- 4.16 We have already introduced lower-carbon alternatives for footway construction and carriageway asphalt, as well as using cold-applied road-markings for our road-resurfacing programme this year. The period over which the contracts will be in operation is the crucial one leading up to 2030 and the target deadline for the Council to achieve net-zero carbon emissions. Things are set to change out of all recognition over the next 7- 10 years, so it is important that the appointed contractors are able to play a full part in helping the council achieve that aim.

4.17 Pre-Tender Considerations for the Highways Maintenance Contracts

Ref.	Requirement	Response
(i)	The nature of the services.	<p>1. Highways Maintenance Works contract: Planned Highways Maintenance and Highways Schemes; Reactive Highways Maintenance including emergency call-out; and, Cyclical and Reactive Gully cleansing.</p> <p>Scope of Highways Maintenance Works contract Lot 1:</p> <ul style="list-style-type: none"> (i) Planned schemes and maintenance work in area 1 of the borough (ii) Reactive repairs in the whole of the borough (iii) Occasional planned schemes and maintenance work in the area 2 of the borough – with no guarantee that any such work will be given <p>Scope of Highways Maintenance Works contract Lot 2:</p> <ul style="list-style-type: none"> (i) Planned schemes and maintenance work in area 2 of the borough (ii) Occasional reactive repairs work across the whole of the borough – with no guarantee that any such work will be given (iii) Occasional planned schemes and maintenance work in area 1 of the borough – with no guarantee that any such work will be given <p>2. Highways Consultancy Services contract: the Inspection of Highway Structures, Site Investigations and Surveys and Design Services.</p>
(ii)	The estimated value.	<p>For the Highways Maintenance Works contract, at around £7.8m p.a., circa £78m in nominal terms including indexation and exclusive of VAT over 7 years with a possible extension of up to 3 years. (£93.6m inclusive of VAT).</p> <ul style="list-style-type: none"> • Main Reactive Highways Maintenance etc £750k p.a. • Back up Reactive Highways Maintenance £50k p.a • Planned Highways Maintenance etc £3.5m p.a. per area (i.e. £7m p.a. in total) <p>For the Highways Services Consultancy contract, at around £0.5m p.a., circa £5m in nominal terms including indexation and exclusive of VAT over 7 years with a possible extension of up to 3 years. (£6m inclusive of VAT).</p> <ul style="list-style-type: none"> • Highway Consultancy Services £500k p.a.

Ref.	Requirement	Response	
(iii)	The contract term.	The contract term will be seven years, plus a maximum of three one-year extensions. This will apply to both the two works contracts and the consultancy contract.	
(iv)	The tender procedure to be adopted.	Open tender procedure	
v)	The procurement timetable.	Indicative dates are:	
		Invitations To Tender (ITT) (for both the works contracts and consultancy services)	May 2022
		Tender submission closes	August 2022
		Moderate the evaluation of tender submissions	September 2022
		Authority to award sent to Strategic Director for approval	November 2022
		Confirmation of Selected bidder (letters)	November 2022
		Submit signed authority to award to Governance for forward planner completion	December 2022
		Minimum 10 calendar day standstill period and notification issues to all tenderers and additional debriefing of unsuccessful tenderers	December 2022
		Decision to proceed with award (Key / Delegated Decision)	December 2022
		Key Decision call in period of 5 days	December 2022
		Contract Award letter issued to successful tenderer	December 2022
		Contract Mobilisation	January to March 2023 [3 months]
		Contract start date	01/04/2023
(vi)	The evaluation criteria and process.	<p>An open tender will be undertaken.</p> <p>At tender evaluation stage, the panel will evaluate the tenders against the following Tier 1 criteria:</p> <p>Highways Maintenance Works contract (Lots 1 & 2)</p> <ul style="list-style-type: none"> • Price 55% • Technical/Quality 35% • Social Value 10% 	

Ref.	Requirement	Response
		Highways Consultancy Services contract <ul style="list-style-type: none"> • Price 50% • Technical/Quality 40% • Social Value 10%
(vii)	Any business risks associated with entering the contract(s) .	Business risks and mitigations are outlined in the table in Appendix 1 of this report.
(viii)	The Council's Best Value duties.	This procurement process and on-going contractual requirement will ensure that the Council's Best Value obligations are met.
(ix)	Consideration of Public Services (Social Value) Act 2012	The Council is under duty pursuant to the Public Services (Social Value) Act 2012 ("the Social Value Act") to consider how services being procured might improve the economic, social and environmental well-being of its area; how, in conducting the procurement process, the Council might act with a view to securing that improvement; and whether the Council should undertake consultation. Officers have had regard to considerations contained in the Social Value Act in relation to the procurement and 10% of the evaluation criteria will be assigned to evaluating the bidders' social value proposals.
(x)	Any staffing implications, including TUPE and pensions.	See section 9 below.
(xi)	The relevant financial, legal and other considerations.	See sections 7 and 8 below.
(xii)	Sustainability	This procurement will be undertaken in line with the Council's Sustainable Procurement Policy.
(xiii)	Key Performance Indicators / Outcomes	The desired outcomes for all the contracts are as follows: Provide best value and an affordable solution for Highways Maintenance service provision that lies within the parameters of the Council's available resources Support the borough's approach to highways asset management by not only carrying out good quality work in a timely manner, but also actively playing a part in the development and improvement in effectiveness of the borough's range of highways treatments. Ensure a user focused approach, improving the quality, clarity and timeliness of information shared with

Ref.	Requirement	Response
		<p>stakeholders on how the service is being deployed, and quickly resolving service failures</p> <p>The Contractor reduces the greenhouse gas (GHG) emissions from the operations of the Services to support the Council's commitment to achieve carbon neutrality by 2030 and contribute to the Mayor of London's Emissions Performance Standard (EPS)</p> <p>Deliver better Social Value outcomes via the Council's Social and Ethical Procurement Policy</p> <p>The Highways Maintenance Contracts will include a robust KPI framework; both "hard" KPIs which measure what is done and "soft" KPIs which measure how it is done ("the user focused approach") .</p>
(xiv)	London Living Wage	The existing contractor pays staff working on the Highways Maintenance Contract the London Living Wage. The new Highways Maintenance Contracts will require the payment of the London Living Wage to London based staff working on the contracts.
(xv)	Contract Management	<p>The contracts will be monitored by the Highways & Infrastructure Service of Environmental Services. The team will audit the contractors' work and help identify and deliver further opportunities for service improvements and efficiencies.</p> <p>The works contracts will be managed through: monthly meetings for a) Reactive maintenance b) Planned Maintenance / Scheme Work c) Gully Cleansing , all informing a monthly Contract Management Group monitoring performance and payment.</p> <p>The consultancy contract will be managed through a monthly meeting monitoring performance and payment</p>

5.0 Alternative Options Considered

- 5.1 A Single Service Provider for highways services has been considered but is not favoured. This is the current arrangement which has benefits in terms of economies of scale, minimising co-ordination issues and minimising contract administration. However it has been found that where there are peaks in workload or work backlogs, there are insufficient alternative resources available to deploy.
- 5.2 Insourcing the reactive maintenance function is not favoured due to the significant additional financial cost which would have to be funded by savings identified elsewhere in the Regeneration & Environment Department.

6.0 Financial Implications

- 6.1 Funding for the works to be carried out under these contracts comes from various sources; reactive maintenance and gully cleansing is funded from existing highways revenue funding; there is an annual £3.5 m base highways capital maintenance budget for planned maintenance; scheme work is also eligible for capital funding.
- 6.2 Continuing to outsource all highways services will avoid the need to identify savings in order to offset an additional annual cost of £600k required to in source the full highways reactive maintenance service.
- 6.3 The procurement process will seek to ensure contract costs remain affordable given the current market conditions. We would expect the duration of the contract to enable the contractors to price competitively, with the possibility of being able to secure work over the longer 10 yr period.

7.0 Legal Implications

- 7.1 Section 41 of the Highways Act 1980 places a duty on the council as highways authority to maintain the public highway. Both planned and reactive maintenance programmes must make sufficient provision for the Council to comply with this duty. Breach of this duty can render the council liable to pay compensation if anyone is injured as a result of failure to maintain the highway. There is also a general power under section 62 of the Highways Act 1980 to improve highways.
- 7.2 The estimated value of the proposed contracts for highways maintenance are above the threshold for Works under the Public Procurement Regulations 2015 (the "PCR 2015") and the procurement is therefore governed by the PCR 2015. The estimated value of the proposed contract for highways consultancy services is above the threshold for Services under the Public Procurement Regulations 2015 (the "PCR 2015") and accordingly the is also procurement is therefore governed by the PCR 2015
- 7.3 The procurements are subject to the Council's own Standing Orders and Financial Regulations in respect of High Value Contracts. For High Value Works Contracts valued at in excess of £10m and High Value Consultancy Services contracts valued in excess of £5m, Cabinet must approve the pre-tender considerations set out in paragraph 4.17 above (Standing Order 89) and the inviting of tenders (Standing Order 88).
- 7.4 Once the tender process is undertaken, Officers will report back to Cabinet in accordance with Contract Standing Orders, explaining the process undertaken in tendering the contracts and recommending award.
- 7.5 As this procurement is subject to the full application of the PCR 2015, the Council must observe the requirements of the mandatory minimum 10 calendar standstill period imposed by the PCR 2015 before the contract can be awarded. The requirements include notifying all tenderers in writing of the Council's decision to award and providing additional debrief information to unsuccessful tenderers on receipt of a written request. The standstill period provides unsuccessful tenderers with an opportunity to challenge the Council's award decision if such challenge is

justifiable. However if no challenge or successful challenge is brought during the period and subject to there being no call-in of the decision to award, at the end of the standstill period the Council can issue a letter of acceptance to the successful tenderer and the contract may commence.

8.0 Equality Implications

- 8.1 In 2020 an Equality Analysis was undertaken in relation to the RLS programme as a whole and no adverse equality or diversity implications were identified. This was updated in July 2021 to include consideration of the Final RLS Delivery Model and again no adverse equality or diversity implications were identified.
- 8.2 A screening assessment has been carried out and no full Equalities Impact Assessment is needed.

9.0 Any Other Implications (HR, Property, Environmental Sustainability - where necessary)

- 9.1 As insourcing is not now being pursued, Marsh Road Depot will not be involved in delivering this service.
- 9.2 The pre-tender considerations at paragraph 4.17 above outline how sustainability will be addressed in the Highways Services retender.
- 9.3 This service is currently provided by an external contractor and there are no implications for Council staff arising from retendering the contract.
- 9.4 Legal Services are exploring the extent to which the Transfer of Undertakings (Protection of Employment) Regulations 2006 as amended will apply to any of the services involved.

10.0 Proposed Consultation with Ward Members and Stakeholders

- 10.1 Targeted consultation on the RLS Delivery Model Options to comply with Section 3 LGA 1999 took place from 17 May to 28 June 2021 and the results of this exercise and how these influenced the Final RLS Delivery Model are set out in section 4 of the August 2021 Cabinet Report, with further detail in Appendix 1 of that report.
- 10.2 The RLS Members' Reference Group has met several times to consider the RLS programme, the RLS Review, the Delivery Model Options and statutory consultation results and the Final RLS Delivery Model.

Report sign off:

Alan Lunt
Strategic Director of Regeneration & Environment