

SURREY COUNTY COUNCIL**CABINET****DATE: 29 SEPTEMBER 2020****REPORT OF: MR MATT FURNISS, CABINET MEMBER FOR TRANSPORT****LEAD OFFICER: KATIE STEWART, EXECUTIVE DIRECTOR FOR ENVIRONMENT, TRANSPORT AND INFRASTRUCTURE****SUBJECT: PROCUREMENT OF HIGHWAYS CONTRACTS****SUMMARY OF ISSUE:**

The Council's highways service is a critical front-line function supporting the economy by enabling safe travel within and through the county for residents, businesses and visitors. Through the Service, the Council invests in our communities and places to improve the safety and quality of journeys by reducing congestion, improving journey times and managing the condition of the highway and associated assets. The highway service is responsible for delivering several statutory services but also contributes to the wider strategic ambitions of the Council including delivering sustainable economic development and achieving our net zero carbon target.

The Council recognise the vital role played by our roads, pavements, cycleways and other highway assets in the lives of residents and businesses. They also recognise the changing needs of users and therefore the need to improve opportunities for cycling and walking. They are therefore making significant increased investment in maintaining highways assets in the coming years. In order to make best value from these investments it is vital that forward thinking contractor partners are engaged to help us deliver a highways service for the future.

For many years, the Council has engaged private sector organisations to deliver highway services on its behalf to maximise the benefits of public and private sector knowledge and experience in delivering such services. There are several contract arrangements that will come to an end in April 2022 which cannot be extended any further as all extensions have been granted. Cabinet's approval is therefore sought for the future contract strategy for the service, which begins with the procurement of new contracts to commence in April 2022.

The scale and scope of the services included in the future contracts will require sufficient time to conduct the tenders and a 6-month period of mobilisation to transition to new arrangements whether with existing or new providers.

Officers have undertaken extensive research and engagement over the past two years to develop a set of requirements that will:

- Deliver the highway services for the contract period(s);
- Provide capacity and capability to support the Council's strategic ambitions in areas such as Greener Futures, Rethinking Transport, Digital Connectivity and Social Value Contribution; and
- Create a package of services that will deliver the necessary services for the Council and residents; drive innovation and improvement in those services and beyond; and

are attractive to a service provider market that will be able to deliver on the above outcomes.

RECOMMENDATIONS:

It is recommended that Cabinet:

1. Note the extent of the highways service's market research conducted to inform the procurement strategy; and
2. Approve the procurement strategy for highway services contracts.

REASON FOR RECOMMENDATIONS:

The Highways Service has successfully engaged contractors to deliver elements of its services on its behalf for many years, bringing together the strengths of both the public and private sector. The exact scope of services needs to be balanced against the cost of delivering these services, the management of a wide variety of associated risks and the need to employ the required skills when needed.

Officers have undertaken extensive research into what other authorities are doing in this area, the market's capabilities to deliver the required services and the industry's desire to enter into such contracts. This research has been overlaid with the Council's objectives to not only continue to deliver highway maintenance activities, but also to transform delivery of highway and transport activities over the next 10 to 20 years.

DETAILS:

Context

1. As the Local Highway Authority, Surrey County Council has a statutory duty to maintain 3000 miles of roads and footways along with all associated assets such as bridges, drainage systems, streetlights, traffic signals and signs to enable safe passage by the travelling public.
2. This statutory duty encompasses a wide range of responsibilities and activities from carrying out planned inspections; routine cleaning and clearing; and minor repairs to major investments such as surface dressing to prolong the life of a carriageway, including full replacement and resurfacing of a carriageway or footways, to the construction of new bridges, embankments and junctions.
3. Highway Authorities across the UK do this in different ways with:
 - a. Some maintaining a directly employed workforce to carry out the majority of the work;
 - b. Some which blend a mixture of Council officers often focussed on the data collection (inspections, surveys etc) and asset planning decisions on what work to carry out where, with a supply chain to deliver the work; and
 - c. Others who have outsourced the vast majority of activities to contractors retaining a usually small "thin" client team to monitor activities including performance outcomes
4. In practice, there is a large spectrum of models with most falling in the middle description of a blended model, with those elements retained within the Council varying from organisation to organisation, depending on local priorities and needs.

5. Similarly, Surrey County Council's Highways Service currently operates this blended model. As such, the Service maintains in house teams to inspect, survey, analyse, plan and design how best to invest its money in the various assets to drive optimum outcomes as an "Intelligent Client," with responsibility for delivering the work being passed to contractors who are better placed to undertake those functions as efficiently and effectively as possible.
6. However, unlike some authorities that operate this blended model where there is much more of a transactional client/contractor relationship, Surrey County Council (SCC) has developed a collaboration relationship with our contractors, where the contractor's sector experience is engaged at a much earlier to stage, also known as Early Contractor Involvement (ECI) to inform the designs, practicability of delivery and cost certainty and alternative approaches that might improve quality or reduce costs. A partnership approach is taken recognising each parties' motivations, developing shared objectives and as a result achieving better outcomes – the product being greater than the sum of its parts. Although still well defined, the risks in design and construction are shared across the client and contractor.

Looking forward – context for the new contract

7. When developing the new contracting arrangements, it is important to reflect on lessons learned from the current approach as outlined above, evaluating the strengths and weaknesses of the current model, but also take into account the Council's strategies, ambitions and future direction.
8. The Council has a well-defined set of ambitions in its Community Vision for Surrey 2030. Underpinning these ambitions are delivery strategies for delivering a Greener Future and Rethinking Transport. Any new highways contracts need to be able to not only deliver the core, day to day maintenance and repairs activities but also contribute to and enable the Council to realise these ambitions.
9. Finally, it is critical that the new contract arrangements also accommodate and enable services delivered to not only respond to but to take advantage of new technology and innovation in the sector. The world in which we operate has evolved and developed rapidly in recent years, with technology playing an ever more important role in all areas of life.
10. Whilst we might be able to reasonably predict some of the changes that might lie ahead such as connected and autonomous vehicles, use of sensors and artificial intelligence to improve how we collect asset data, nobody has the ability to accurately predict how things will change over time. It is therefore important to ensure a sufficiently flexible structure to any contract that allows development, improvement and change without necessarily undertaking an extensive (and potentially costly) contract change exercise each time a change is needed whilst simultaneously protecting the Council's position in the contract terms.
11. In 2010, the Council let a number of contracts to deliver highway services. The scope of the Term Maintenance Contract covered the majority of the routine and reactive services with a number of specialist services let separately. The objective at the time was to move away from two separate all-encompassing contracts (one covering east and one west). While having two separate contracts was expected to

provide benefits such as providing resilience and competition for both contractors, in practice these benefits were not fully realised and were outweighed by disbenefits, such as inconsistency in the management of the highway network across east and west areas and duplication of staff and processes.

12. At the time of tendering, bidders had an appetite for accepting the transfer of certain risks which might not have always been accounted for in their pricing – examples being i) a fixed price for carrying out pothole repairs no matter how many were identified and reported, or ii) a fixed price for winter gritting no matter how many times the supplier was required to carry out this exercise over a winter period. Pricing was of course established on an estimated number of “orders” and if in the event the actual number was lower than the estimate, the supplier stood to gain from lower costs than they received.
13. Market research has shown (and perhaps in part informed by the collapse of Carillion in the market several years ago), bidders have a much greater focus on financial viability at the outset of the contract with any risk quantifiable and therefore priced. Under such an approach, the Council can make very informed decisions about any risks which should be transferred to a contractor based on them being best placed to manage them and critically, being fully aware of any costs associated with doing so.

Research, Benchmarking and Market Engagement

14. The Council is fortunate that it is starting from a reasonably strong position where the performance of the existing arrangements have been shown to deliver positive outcomes in terms of highways maintenance and improvements. As part of this, it is important to recognise the ongoing importance of robust quality assurance and governance mechanisms to ensure the contracted services meet and exceed expectations and this will form a critical part of the evaluation process during the procurement phase and day to day management of the future contracts. The strategy that has been developed for our next contracts seeks to build on this strong position, stretching the service to meet and exceed the wider ambitions outlined in paras 8 to 10.
15. The Council launched its strategic commissioning framework in 2019, which has been used to frame the development of the future approach to these contracts. As well as extensive interactive engagement with the service provider market and other Highway Authorities, we have undertaken interactive workshop sessions with Highways Service staff and Council partners outside the industry, including the third sector. A resident survey was also carried out in late 2019 to help understand future priorities. From this survey, whilst many people commented on road condition, significant numbers raised concerns about congestion, journey times and access to the right transport methods in the right place at the right time.
16. In preparation for tendering for new contracts, officers have undertaken extensive work over the past two years to identify the optimum models to deliver our services over the next period of time. The aim has been to go beyond simply delivering the day to day operations, understanding there are wider strategic opportunities to deliver on outcomes that will achieve transformation whether through the materials used to deliver these services, reducing the carbon impact of the services or contributing to the wider goals of the Council in delivering a social return, improving

the economy and supporting the development of the way people travel through the County.

17. As part of the Future Highway Research Group, the Council has been working with Proving Services, a research organisation aligned to ADEPT (Association of Directors of Environment, Economy, Planning and Transport) and Cranfield University, to make use of their toolkit to evaluate the different contract models available. Use of diagnostic questions relating to dynamics such as the degree of control for decision making, or the desire to achieve strategic goals beyond the scope of the “day to day” activity, allow an authority to narrow likely models to those most suited to the individual needs and priorities of each Authority. This has enabled officers to evaluate the various different models against the objectives of the Council for these new contracting arrangements.
18. When evaluating these models, a wide range of factors have been taken into account as well as benchmarking against the existing structure, from which we have a wide variety of lessons learned to consider, and insights from the market engagement the service has undertaken. The evaluation process also takes into account how attractive each option is in terms of economy, efficiency, effectiveness and stakeholder value as well as achievability across a number of metrics. By using the existing structure as a base line, it provides an objective (and relative) assessment of each option.
19. The final element of research has involved extensive engagement with the supplier market to understand how service delivery has and is continuing to develop, any particular preferences that attract them to bid for new contracts and perhaps more importantly, anything that would prevent them from bidding for a new contract.
20. Through the research, benchmarking and market engagement carried out, officers have determined a contract model that provides sufficient critical mass and economies of scale to provide value for money for the council as well as containing sufficient scope and opportunity to innovate to make it attractive to Term Maintenance Contractors. Alongside this there is recognition that some services are specialist enough that they require separate contract arrangements.
21. As described, the Council has clearly stated ambitions that go beyond “simply” carrying out the maintenance of the highway, and the overwhelming insight from the exercises and engagement described above is to let as few contracts as possible with a wide ranging set of activities covering most elements into a core contract supported by any additional contracts for services that do not fit well with that core for whatever reason.
22. Based on this assessment, in addition to the street lighting contract which runs until February 2035, it is considered that there should be 3 separate contracting arrangements covering the following:
 - a. Term Maintenance Contract (see **Annex 1** for a breakdown of core services included)
 - b. Professional Services Framework: This will support functions across the wider Environment, Transport and Infrastructure Directorate and potentially beyond to Services such as Land and Property where similar services might be commissioned. The scope of this will comprise services such as design,

project management, surveys and inspections to top up existing council resources, provide services which are not routinely employed by the Council or where it is not viable for the council to maintain an inhouse capability.

c. Traffic Signals Inspections, Maintenance and Replacement Contract

23. In addition, it is proposed that grass cutting, arboriculture and similar “green space” services will be delivered through District and Borough teams and a framework of local SMEs. This is because these activities can be delivered most effectively at a local level.
24. Finally, an aligned strategy will be developed for larger, complex infrastructure schemes. Unlike most maintenance schemes, these types of schemes require significant planning and design, often require specialist contractors and can span a number of years, therefore a separate strategy for their delivery will enable more focus to achieve positive outcomes for these schemes.

Contract Terms

25. Another key element that has been considered as part of this exercise, particularly in relation to the Term Maintenance Contract, is the contract term. As with the contract model, we have considered the wider strategic ambitions of the Council and the desire to enter into a collaborative relationship with the successful contractor. Whilst certain elements can be developed and agreed during a procurement process, there is a need to enable arrangements to be developed collaboratively over time with any new contractor.
26. To facilitate the development of the new arrangements, an initial period of mobilisation and stabilisation will be required during which time, the types of innovation and improvement that the Service wants to develop with the contractor will be developed, most likely focusing on developing known themes and ideas such as carbon reduction and improved management of highway defects before embarking on the more ambitious elements of the new arrangements. A sufficiently long contract period to foster the relationships will be essential to achieving this collaborative approach.
27. Another factor when considering contract term is the service provider’s investment requirements and the affordability for the Council in reimbursement of this investment. There will be significant investment in plant such as a fleet of gritters, HGVs and LGVs to deliver the work and possibly also in the depot estate. The optimum timescales for considering the useful lifecycle of plant and equipment against their cost is between 7 and 10 years.
28. On the other hand, it is also critical to ensure that there are sufficient mechanisms in place within the contract terms to facilitate extensions where appropriate, and that those extensions are based on achievement and reward. Equally, there will need to be the option either to not extend or if required to terminate the contract where necessary. During the initial contract period and included in the process for evaluating extension periods, mechanisms will be developed to review pricing and ensure continued value for money is achieved beyond that offered at tender.
29. On balance of the above factors, it is proposed that in order to achieve the Council’s goals with this contract, the Term Maintenance Contract should be let for an initial 10

year term to maximise the investment by the successful bidder. This would then be supplemented by a series of extension each based on performance up to a maximum contract term of 21 years. The process of evaluation for extensions would be significant and completing them on too frequent a period would likely be costly and without significant benefit to the Council or the Service Provider.

30. The terms for the Traffic Signals and Professional Services contracts will be developed as part of the continuing market engagement in these specific service areas in the coming months.

Proposed contract strategy

31. In summary, the proposed strategy, which has been supported and validated by the sector, is that the Council should structure its contracts by:
- procuring a Term Maintenance Contract that will deliver core services and future highways and transport transformation for a period of 10 years, with the option to extent up to a maximum term of 21 years;
 - procuring a separate Professional Services contract (period to be determined over coming months) – as the scope of these services extend beyond the scope of the Core Maintenance Contract;
 - procuring a separate Traffic Signals Inspections, Maintenance and Replacement contract (period to be determined over coming months) – as there is no evidence of efficiency or improvement by including it within a wider contract;
 - delivery of “green space” services such as grass cutting, arboriculture and similar services through a combination of District and Borough council partners and a framework of suppliers, many of whom are local small and medium sized enterprises (SMEs);
 - development of a separate aligned contracting strategy to deliver larger/more complex infrastructure projects (typically > £5 million in value); and
 - continuing the PFI contract for Street Lighting until its expiry in 2035.
32. Critically, all appointed Contractors will be expected to form a partnership with the Council and each other in areas such as programming work, achieving net zero carbon, delivering social value and driving transformation and innovation in how we deliver these services as well as how the public moves around the County over the next 20 years.

Procurement Process and Timeline (Term Maintenance Contract)

33. Procurements of this nature are resource-intensive to both the contracting authority and potential bidders and so it is important that flexibility is balanced against the cost of running the procurement. Potential bidders will consider a wide variety of factors when determining opportunities to bid for and so it is important to make sure both the opportunity and the process is attractive to engage as wide a group of interested parties as possible to achieve a competitively derived outcome.
34. The Council has elected to adopt the Competitive Procedure with Negotiation (CPN) process. Given the wide scope, complex structure and wider ambition for the Council in this contract, it is important both SCC and potential bidders have sufficient opportunity to discuss, develop and negotiate tenders to ensure the final submission is optimised and ambiguity all but eradicated. The CPN helps to achieve this

approach, and was, to this end, supported by feedback received from contractors in the extensive pre-market engagement (PME) sessions.

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35. Following the publication of an OJEU notice on 7 October 2020, interested bidders will be required to respond to a supplier questionnaire. This will evaluate a wide variety of factors including the business health of the bidders, previous experience of delivering similar contracts and evidence of a track record of delivering the elements beyond the maintenance activities such as innovating, partnering, environmental and social value.
 36. The top four bidders will be taken forward and invited to submit an initial tender outlining how they will deliver the services required by the Council. This will look beyond the day to day delivery of activities to the transformational elements. These responses will be evaluated and only the top three scoring bidders will be progressed. The purpose of this “down-selection” stage is to provide a wider range of responses with a lower cost to the bidders before moving into a more detailed negotiation phase. The down selection stage also has the benefit of reducing resource demands for the Council.
 37. The Council will then conduct a series of negotiation rounds as part of the Invitation to negotiate stage (ITN). This stage will allow each of the three bidders to further explore key areas of the contract, for example - innovation, technology, specification and Social & Environmental. This will then lead to the bidders submitting their final tender responses including price which will then be evaluated and moderated by the Highways Service and Procurement.
 38. The final tenders will be evaluated over the summer months and Cabinet will be presented with Officer’s recommendations for the successful bidder at its meeting in September 2021.
 39. A mobilisation period will then commence allowing all parties to prepare for the new arrangements including TUPE transfer of staff if applicable, developing, agreeing and implementing any new ways of working.

Procurement Process and Timeline (Professional Services and Traffic Signals)

40. Although the procurement of the Core Maintenance contract will start in October 2020, a lesser amount of time will be required to let the other two contracts. Market engagement activity has recently commenced in these areas and the procurement processes will be developed over the next few months and OJEU notices being issued in early 2021.
41. At present, it is intended to complete those procurements at a similar time to the Core Maintenance Contract and present Cabinet with Officer’s recommendations for preferred bidders in each contract.

CONSULTATION:

42. In the previous section, we have described extensive internal and external engagement from a wide variety of sources. This has focussed on a combination of information gathering and research to inform the development of proposals followed by a process of review, iteration and validation.

43. In parallel, officers have been supported by members of the Communities, Environment and Highways Select Committee to provide input from a Member's perspective into priorities for the Service and future delivery arrangements as well as challenge and scrutiny of the outputs.
44. A Highways Assurance Board led by a member of the Corporate Leadership Team and comprised of senior officers from Procurement, Internal Audit, Strategic Finance and Strategic Commissioning provided oversight and a "critical friend" role to ensure that the research and evaluation methods used were robust.
45. Both the Corporate Leadership Team and Cabinet have been appraised of the Service's development work at key stages to ensure the proposals reflect and are structured to deliver on their strategic ambitions in such a high profile, front line service area.

RISK MANAGEMENT AND IMPLICATIONS:

46. There are several risks that should be noted in relation to the procurement and mobilisation of new contracts.
47. An optimum procurement process will see enough bidders taking part to ensure competitiveness. However, tendering such a large and complex opportunity requires a commitment of investment in the process by potential bidders, and this ultimately will be balanced against their perceived chance of being awarded the contract. The Council has worked hard to engage potential bidders, listening to their views on good practice and what they have seen that has worked less well. To mitigate the risk of bidders being unwilling to engage due to the perceived high cost of engagement in the process, the aim is to run an efficient procurement with information provided to bidders at an early stage, only requesting information essential to inform any scoring/selection processes at each stage and ultimately helping them to manage the cost of bidding in the process.
48. There are incumbent providers delivering these services under contracts not expiring until April 2022. If for any reason an incumbent were not to proceed through any of the selection stages – either through withdrawal or not meeting the required score – there is a risk that their focus may move elsewhere during the remaining term. To ensure absolute fairness in this process, the Council's incumbent providers along with other potential bidders have been included in the Council's market engagement activity, and there is no reason that they would not bid for this opportunity or have any less chance of success than another bidder. Should it be that the incumbent provider did engage but did not proceed to the later stages of the procurement process, the Service would then work to ensure sufficient engagement with the contractor to ensure that the existing contract outcomes continue to be met.
49. Regardless of the selected preferred bidder, there are also likely to be some risks in transitioning to new contract arrangements. A new set of arrangements will most likely require changes in behaviours and processes for both Council staff and those employed by the contractors, many of whom would likely continue to be employed by the successful bidder either through continued employment by the incumbent contractor or following TUPE transfer. It is clear that regardless of the outcome of the procurement, the mobilisation phase will present risks that need to be managed.

Bidders will be asked to provide detailed mobilisation plans to identify key activities, risks associated with that phase and mitigation to minimise disruption.

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50. Finally, at the time of writing, the Council is considering the presentation of a business case to the Government to become a Unitary Authority. The outcome of such a process is as yet unknown, and therefore, officers will seek to ensure the procurement and any awarded contracts have sufficient flexibility to continue operating under any future arrangements if different to today.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

51. The services under the contracts will be funded through the Highways Services' revenue and capital works budgets. The procurement process will take into account price alongside other value factors to ensure the contract provides a value for money and sustainable solution, and contractual mechanisms will be put in place to ensure ongoing value for money is achieved.
52. When the current contracts were let in 2010, the market was in a very different place with price playing a significant factor in procuring authorities' considerations. As a result, bidders' strategies often resulted in submitting prices around a very tight expectation of scope to manage the cost risk to them. This naturally resulted in a culture across the industry of either unwillingness to be flexible or a position where costs were varied at a later point to reflect changes.
53. SCC have mostly been shielded from this trend; however, the wider market has reviewed how it approaches new opportunities with a greater desire to compete on quality for a fair price rather than squeezing a lower price hoping to find additional income to offset any built-in loss. This is a welcome trend, which has seen the sector allowing parties to focus on delivering the services to a high standard and going beyond the day to day delivery without the distraction suspicion of motive might bring about.

SECTION 151 OFFICER COMMENTARY

54. Although significant progress has been made over the last twelve months to improve the Council's financial position, the medium term financial outlook is uncertain. The public health crisis has resulted in increased costs which are not fully funded in the current year. With uncertainty about the ongoing impact of this and no clarity on the extent to which both central and local funding sources might be affected from next year onward, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.
55. The services being procured through these contracts are of strategic importance and incur a significant level of expenditure for the council. It is therefore essential that the procurement strategy secures the correct services, and that the contractual arrangements provide value for money and are financially sustainable to all parties, whilst allowing flexibility for future innovation and efficiencies. The strategy set out within the report is the starting point for delivering this and these elements will continue to be assessed through the procurement process, the conclusion and financial implications of which will be presented in a future report to Cabinet. As such, the Section 151 Officer supports the proposed procurement strategy.

LEGAL IMPLICATIONS – MONITORING OFFICER

56. This report requests authority to procure highway services contracts and a professional services contract. The anticipated total value of the project is over £5 million and pursuant to the Procurement and Contract Standing Orders, must be approved by Cabinet.
57. The proposal is to competitively procure the contracts using the Competitive Procedure with Negotiation (CPN) process. This process complies with the Public Contracts Regulations 2015.

EQUALITIES AND DIVERSITY

58. The need for an Equality Impact Assessment (EIA) was considered, however, a conclusion was reached that as there were no implications for any public sector equalities duties due to the nature of the services being procured, an EIA was not required. Despite this, the preferred supplier will be required to comply with the Equalities Act 2010 and any relevant codes issued by the Equality and Human Rights Commission.

ENVIRONMENTAL SUSTAINABILITY IMPLICATIONS

59. An Environmental Sustainability Assessment (ESA) has been completed as the primary subject matter is related to maintenance of infrastructure.
60. The ESA will be developed and updated once the procurement has been completed to reflect the outcome of the negotiations and to include specific actions, initiatives and interventions that are agreed with the winning bidders. This will be presented to Cabinet as part of the award decision in autumn 2020.
61. In carrying out highway maintenance and improvements there are a number of areas where environmental sustainability needs to be considered. For example:
- a. heavy goods vehicles which currently have few if any low or ultra-low emission options are used extensively in this kind of work. It is highly likely that over the term of the contract significant developments will be made in this area
 - b. The use of bitumen and concrete in this sector is extensive. The Council has and will continue to work with its suppliers to develop and incorporate lower emission materials and/or incorporating recycled materials wherever possible. The Council's materials laboratory will be a key asset in developing this area.
 - c. As with the use of new materials, there is an inevitable and unavoidable production of waste in carrying out highways maintenance and improvements. The council will work closely with the successful bidders to identify opportunities to reduce waste production in delivering services and where this cannot be avoided, seek opportunities to reuse waste in the process and ultimately seek to avoid waste being sent to landfill wherever possible.
62. As part of the documentation provided to bidders, the Council will be clear on its ambitions and anticipated outcomes such as our net zero carbon target. We will not be issuing a "shopping list" of ideas for bidders to respond to instead we will be challenging them to push the boundaries of this area and build commitments into the new contract and through a balance of that contract and a strong governance mechanism to ensure they are realised.

WHAT HAPPENS NEXT:

63. Following Cabinet approval, OJEU notices will be published as follows:
- a. Term Maintenance Contract - October 2020
 - b. Professional Services and Traffic Signals – early 2021
64. Teams comprised of Officers from within the Service supported by Officers from Procurement, Corporate finance and Strategic Commissioning will conduct the tenders completing negotiation, clarification and evaluation stages throughout the period to the summer selecting preferred bidders for each procurement.
65. The successful bidders for each procurement including rationale will be presented to Cabinet in the late summer/early autumn 2021.
66. Following contract award, a period of approximately 6 months will be provided to enable the mobilisation of the new contract arrangements either transitioning with the existing provider to a new set of arrangements or to a new provider – moving to a new provider will most likely result in the transfer of some if not most staff from the existing provider(s) to the new one under TUPE regulations which will be included as part of the mobilisation process.
67. The new Term Maintenance Contract arrangements will commence on 27th April 2022.

Contact Officer:

Paul Wheadon, Business Improvement and Consultancy Manager, 020 8541 4396

Annexes:

Annex 1 - Scope of Services included under Term Maintenance Contract procurement

Annex 2 – Highways Procurement Environmental Sustainability Assessment
