

Bristol City Council Clean Air Plan Outline Business Case

Procurement Strategy

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Bristol City Council

DRAFT

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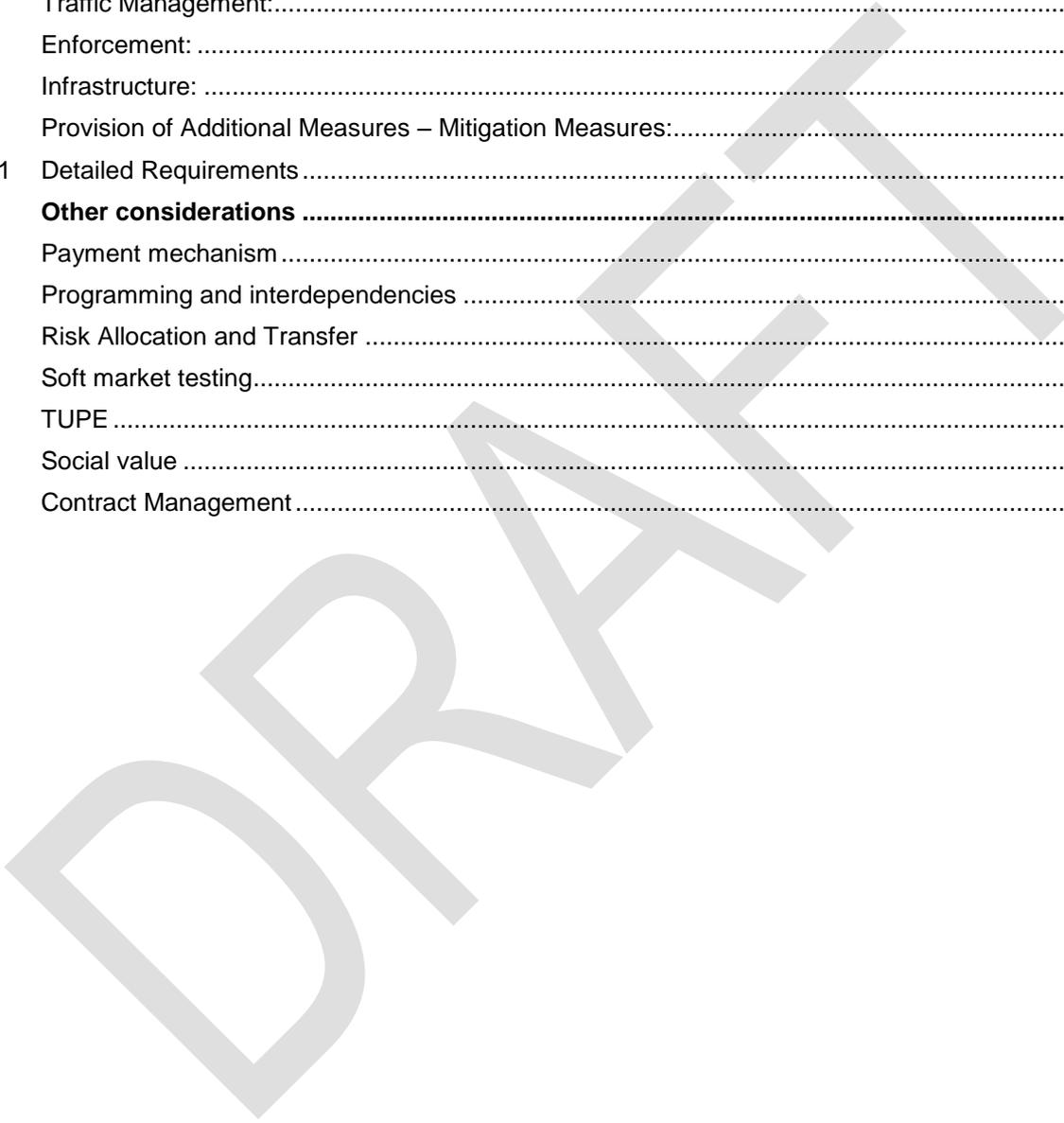
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Acronyms and Abbreviations

AED	Approved Enforcement Device
ANPR	Automatic Number Plate Recognition
BCC	Bristol City Council
CAF	Clean Air Fund
CAP	Clean Air Plan
CAPEX	Capital expenditure
CAZ	Clean Air Zone
EU	European Union
HGV	Heavy Goods Vehicle
JAQU	Joint Air Quality Unit
LGV	Light Goods Vehicle
NO ₂	Nitrogen Dioxide
OBC	Outline Business Case
OPEX	Operational expenditure
PCN	Penalty Charge Notice

1. Introduction

This strategy supports the OBC Commercial Case, providing more detail and context. The strategy covers procurement methods, work packages to be procured, soft market testing and contract management.

2. Details on the Overarching Procurement Strategy

Bristol City Council (BCC) has identified the most efficient routes to market for three key work packages; Cameras, Back Office system and Signs/Lines, in order to meet the tight timescales of the project. Undertaking a full open market tender is not feasible in order to meet the timescales set for OBC; November 19, and FBC; February 2020. However, compliance with PCR2015 Regulations and achieving value for money remain key objectives for the project.

By using pre-existing contracts and frameworks where they are available and suitable, the procurement timescales will be reduced over that of a traditional OJEU tender. There are some other elements of the project delivery where no pre-existing contract or framework exists and so procurement resource will have to be assigned to them, for example the introduction of a scrappage scheme. Options for work packages which require tailored procurement exercises are detailed throughout this strategy.

The existing contracts and frameworks that BCC are intending to use have all been competitively tendered for via OJEU in line with the council's procurement rules. Regular benchmarking and close contract management of each contract assures BCC that these are still the most effective arrangements offering value for money and so full market testing and compliance is assured for the CAZ project. If BCC were to need to undertake a competitive process through the OJEU, the Open procedure will be used to enable award of contract within the shortest timeframes, whilst maintaining compliance and achieving the desired result on the Most Economically Advantageous Tender (MEAT criteria).

Contract Models for each of the frameworks and contracts, identified to deliver the works and services, mandate the use of the NEC3 suite of contracts. Where an alternative route to market is required the most appropriate contract will be used which may be the NEC3 contracts or Bristol City Council's suite of contracts depending on the requirement type.

3. Summary of services required

3.1 Design – including specification

The BCC project team have completed the preliminary design which will meet legal air quality requirements and detailed designs have been commenced. BCC is using the Professional Services Framework which it set up in January 2016, via a competitive OJEU procedure, to commission a design team.

The detailed design work will largely be carried out by Engineering Design Consultancy via a resource which has already been allocated, with support from the selected supplier; Jacobs Engineering Ltd (part of the Professional Services Framework). There could be deliverables where BCC consider that in the interests of time, suppliers who are awarded other elements of the work packages may be awarded a 'design and build' contract from an approved Framework. BCC intend to use the most effective route to market and the most appropriate contract terms to provide the design elements of the CAZ project and confirmation of this will be fully detailed in the FBC following market engagement.

3.2 Approved Device (ANPR, data Connectivity and Back Office System)

BCC has several options available to deliver the purchase, installation and maintenance of the Approved Devices. BCC will determine the most appropriate option is during the market engagement phase and this will be fully detailed within the FBC.

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There are several assumptions which need to be confirmed before BCC can commit to the procurement route and so be confident that the Approved Devices will be delivered on time both in terms of technology and programme. The options that BCC will utilise are the use of current contracts, the Crown Commercial services (CCS) Traffic Management Technology 2 framework, or a mix of the two options to provide the best outcome.

The current BCC contract is:

- The Supply, Installation and Maintenance of Equipment and Infrastructure for the Control and Management of Traffic and Related Services contract, has a specific provision for the supply, installation and maintenance of ANPR cameras. This includes the provision of electrical and data connections and street furniture where required. The contract (Traffic signal maintenance/install - Dynniq) was awarded following a tender in the OJEU in June 2014 and runs until June 2022. Further analysis of this contracts' suitability will ensure that the provision of cameras in isolation does not affect the VCA compliance required to provide an Approved Device to legitimately enforce the Clean Air Zone for Bristol. Due diligence will be undertaken to ensure the supplier can undertake the work needed.

The CCS framework has been reviewed and we will be using the following:

- Traffic Management Technology 2 framework which has 15 lots was tendered by CCS in October 2016 and work can be awarded to suppliers through this agreement until October 2020, but any call off contracts in place before that date can be let for the required duration of the project in order to deliver the goods or services. The lots that are relevant to BCC's requirements are:
 - Lot 2 Traffic Monitoring, Traffic Enforcement Cameras and Security Body Worn cameras
 - Lot 7 Urban Traffic Management Control and Common Database Systems
 - Lot 11 Traffic Management Communications
 - Lot 12 Traffic Management Professional Services
 - Lot 13 Ancillary Roadside Equipment

These Lots can be used in isolation or in any combination to achieve the best outcomes, required by BCC to provide the CAZ for Bristol. Lots 2, 7 and 11 could provide the elements of the Approved Device. Lot 12 could provide the VCA certification and Lot 13 any data cabinets or power supply cables that may be required.

3.3 Infrastructure – On Road

BCC have the option to use either the pre-existing; 'The Provision of ANPR Camera Image Capture and Processing System' contract for street furniture to accommodate the Approved Devices and signage for the CAZ, or a framework. Set up by BCC in October 2017, the Bristol Highway Asset Management and Associated Works Framework (BHAMA AWF) can be called off against until October 2021, with any purchase orders raised before that date valid until the goods/services are provided. The BHAMA AWF has 15 Lots which can be used to provide the relevant requirements and it is envisaged that Lot 5 – Road Markings and Lot 6 - Highway works < £150k or Lot 7 - Highway works > £150k will be used to deliver the on-road requirements and signage. BCC has extensive experience of using BHAMA AWF to deliver major road schemes since 2017 and would utilise this learning for the CAZ delivery.

Table 3.1 shows the suppliers awarded to those Lots:

Table 3.1: BHAMA AWF suppliers

Lot	Works	Supplier
Lot 5	Road Markings	Glamorgan
Lot 6 (a single supplier Lot with ETM as the single preferred supplier. If ETM cannot provide the service and turns down the work then and only then it would	Highway works < £150k	ETM
		Eurovia
		Alun Griffiths

Table 3.1: BHAMA AWF suppliers

Lot	Works	Supplier
be open to the other suppliers)		NM Construction
		SGlos
Lot 7 (open tender contract)	Highway Works > £150k	ETM
		Eurovia
		Alun Griffiths
		NM Construction
		Dyer & Butler

To enable call off from the BHAMA AWF, BCC has several options available to it. The following excerpt is from the Framework Agreement describing those options:

“This Selection and Quotation Procedure sets out how a contractor is selected to provide a Work Package. There are three methods of selecting a contractor to carry out a Works Package.

The Council will in its sole discretion decide:

- a) which method to use to select a contractor for each work package;*
- b) the appropriate works to include in each work package and size of each work package; and*
- c) from which Lot to procure each work package*

Method A (selection by Schedule of Rates)

This will be for works which the Customer considers are standard and the Customer considers are adequately described in the Generic Pricing and Works Information and to be carried out in usual circumstances without unusual constraints.

Method AA (selection by Limited Mini-Competition)

This will be for works which involve items not listed in the Schedule of Rates and/or with limited constraints but which the Customer considers are otherwise adequately described in the Generic Pricing and Works Information.

Method B (selection by Mini-Competition)

This will be for major works or packages which are non-standard or which the Customer considers to be carried out in unusual circumstances or with unusual constraints”

Lot 5 is used to procure the Road Markings and Method A will be used as this lot has a single supplier awarded to it – Glamorgan (there are another 4 successful contractors if Glamorgan turn down the job). The schedule of rates within the agreement will be used when submitting the quotation for the works required.

Lot 6 is used to procure Highways works under £150,000. ETM is the first placed supplier and under the call off terms of the framework is the single preferred supplier. If ETM cannot provide the service and turns down the work BCC would open the opportunity to the other suppliers on the lot.

Or Lot 7, is used to procure Highways works over £150,000 and is accessed by re-opening competition for the individual requirements to all of the five suppliers awarded a place on this lot

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BCC can use any of the three options depending on the complexity of the specification. As a default BCC will use Method A for non-complex requirements to expedite the award of work unless unlisted or non-standard requirements are sought, in these instances Method AA or B will be used as appropriate.

3.4 Traffic Management:

BCC has a contract with Videalert; 'The ANPR Image Processing Server and Data Management System' which runs to 31st March 2020. This system provides Bristol's Traffic Management team with real time traffic condition images to enable better traffic management and will provide valuable data to monitor how the CAZ is affecting behaviours once in place. The continuation of this contract has been reviewed in line with the Transport Team - Traffic Management plans, as BCC have a Data Sharing Agreement with the Avon and Somerset Constabulary for the sharing of images from BCC traffic management ANPR cameras for the purpose of crime prevention, detection, disruption, investigation and law enforcement. If BCC need to maintain licences with Videalert in order to avoid a breach of contract, then a suitable framework will be found to enable the re-award. If another suitable system will meet the needs of BCC and the terms of the agreement with the Police Force then the CCS framework, TMT2, Lot 7 will be used to complete a mini competition for the provision of a new system.

3.5 Enforcement:

BCC has an existing 'Provision of SiDem Suite Support' contract with Conduent for the provision of an enforcement management system (SiDem). BCC were an early adopter of this system when it was first introduced and as such own all required licences in perpetuity, only the support and maintenance is an annual cost against this software. The current support and maintenance agreement expires in March 2021, with an option to extend this for a further two, 12 month periods to March 2023. BCC do not currently anticipate changing the enforcement management system but will review this nearer to the support contract expiry date, before taking any extension options. BCC has also explored the opportunity to combine procurement of the cameras with the Bus Lane Enforcement project; this is being developed as a project already having received the necessary Corporate Leadership Board sign off.

3.6 Infrastructure:

There are several schemes which BCC propose as additional measures to support the CAZ for Bristol. Listed below are those measures which can all be procured using the BCC BHAMA AWF. This framework is the compliant, market tested and robust framework put in place by BCC for similar projects. BCC has a long history of successfully delivering transport schemes with DfT funding e.g. MetroBus, Cycling Ambition Fund, Better by Bus Area Fund etc.

- Easton Way walking and cycle scheme, completion from Stapleton Rd Junction to J3, M32
- Walking and cycling scheme
- Bedminster Bridges walking and cycle Improvements
- Other additional walking and cycling schemes
- Increase, Improve, update Legible City Signage
- Additional electric vehicle charging points
- Expansion of Portway P&R site (550 spaces with 350 additional to be unlocked)

It is anticipated that each work package will be procured through the BHAMA AWF and either Lot 6 or 7 as appropriate, following the prescribed call off procedure in line with the complexity of each specification.

- Lot 6 Highway works < £150k
ETM
Eurovia
Alun Griffiths
NM Construction
SGlos

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- Lot 7 Highway Works > £150k
 - ETM
 - Eurovia
 - Alun Griffiths
 - NM Construction
 - Dyer & Butler

3.7 Provision of Additional Measures – Mitigation Measures:

- Provision of grants for taxi, private hire and LGV drivers to upgrade and / or retrofit their vehicles. BCC will outsource the provision of administering the grants.
- The provision of Demonstration Electric Vehicles for small businesses. BCC will set up an Electric Vehicle Centre of Excellence based on a similar scheme set up in Leeds. A suitable location/office will be identified and BCC will staff the centre and act as a single central point for small businesses to find out about and trial electric vehicles for their fleet.
- Provision of a loan scheme to assist businesses to replace their vehicles. BCC will outsource the provision of administering the grants for this purpose to a third party.
- Provision of a scrappage scheme for diesel car drivers. BCC will outsource the provision of administering any payments made for this purpose to a third party.
- The provision of a Micro-consolidation unit with cargo freight bikes. The Office of Low Emissions Go Ultra Low West (GULW) project, which BCC are running alongside the CAZ project, will provide a grant for the provision of a hub for the purposes of 'last mile' deliveries to addresses within the CAZ area.

If the service model proposed proves successful the CAZ project intend to roll this out to other locations and will outsource this provision by way of a concessions contract which will be advertised in line with the Concessions Contracts Regulations 2016 (CCR16) as an open competition, if expected turnover from the concession is >£4.1M over the term of the concession. If the turnover is estimated to be <£4.1M then internal BCC procurement regulations will be adhered to. BCC terms and conditions for the provision of a concession will be adapted to provide a robust contractual position and ensure that the deliverables are met to the satisfaction of BCC.

3.7.1 Detailed Requirements

Each procurement item will be managed depending on the requirement, value and length of contract in line with existing BCC procurement rules and policy. The two tables below show what is being sought, staffing plans and interfaces with existing council policy, strategies and contracts. The first (Table 3.2) is for all infrastructure items and the second (Table 3.3) covers all remaining items to be procured.

Table 3.2: Detailed requirements – infrastructure items

Item	Description	Lead Team / Resource Pressure	Risks and impacts	Mitigation
1	Non- illuminated signs (CAZ C boundary, advanced signs and repeater camera signs - Supply, installation and connection.)	BCC internal Engineering Design Service	<ul style="list-style-type: none"> Timescale changes to tendered works and limited or no site investigations. Subject to specifications, approvals and permissions to work on neighbouring authorities. WPD supply 	<ul style="list-style-type: none"> Early decision on powers. Tender CAZ C and diesel advanced signs separately.
2	Non illuminated signs (Advanced signs on Highways England Network) – Design,	Highways England (HE)/Kier	<ul style="list-style-type: none"> Approvals. Designer resource. 	<ul style="list-style-type: none"> Early HE engagement

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Table 3.2: Detailed requirements – infrastructure items

Item	Description	Lead Team / Resource Pressure	Risks and impacts	Mitigation
	procurement and supervision			
3	Non illuminated signs (Advanced signs)- Supply and installation.	Highways England/Kier & Contractor	<ul style="list-style-type: none"> • Approvals. • Contractor resource. 	<ul style="list-style-type: none"> • Early HE engagement
4	Civils only for cameras - trenching, BNET ducting, feeder pillars and reinstatement for cameras (as required i.e. 4G not used).	BCC internal Engineering Design Service. BNET Service Delivery Manager.	<ul style="list-style-type: none"> • Timescale and changes to tendered works. • Limited or no site investigations. 	<ul style="list-style-type: none"> • Separation of ducting for BNET and signs. • Trial pits where we anticipate problems.
5	Civils only for illuminated signs – trenching, electrical ducting and reinstatement.	BCC internal Engineering Design Service.	<ul style="list-style-type: none"> • Timescale and changes to tendered works. • Limited or no site investigations. 	<ul style="list-style-type: none"> • Separation of ducting for BNET and CAZ C signs.
6	Structural assessment and testing of lighting columns which cameras are to be erected on.	Highways Maintenance Street lighting and Voker Laser.	<ul style="list-style-type: none"> • Higher than anticipated failure rate. 	<ul style="list-style-type: none"> • Recruit for additional staff members if required.
7	Replacement of lighting columns if required following assessment (above).	Street Lighting / Volker Laser	<ul style="list-style-type: none"> • Designer and contractor resource. • Timescale and changes to tendered works. 	<ul style="list-style-type: none"> • Recruit for additional staff members if required.
8	Illuminated signs (HGV and diesel ban) - Supply, installation and connection.	Street Lighting / Volker Laser	<ul style="list-style-type: none"> • Contractor resource. • WPD permit to work on cables. 	
9	Electrical - transfers, disconnections and injections.	Street Lighting / Volker Laser	<ul style="list-style-type: none"> • Designer and contractor resource. • Timescale and changes to tendered works. 	
10	Enforcement Cameras, brackets and connection to lamp column or other agreed platform. Include maintenance and decommissioning if required.	Procurement team	<ul style="list-style-type: none"> • Timescale and changes to tendered works. • Approvals process. 	
11	BNET connection and not including civils i.e. cabling.	BCC internal Engineering Design Service.	<ul style="list-style-type: none"> • Timescale and changes to tendered works 	
12	Enforcement Cameras – erection of masts.	Traffic Signals / BHAMA AWF	<ul style="list-style-type: none"> • Designer and contractor resource. • Timescale and changes to tendered works. 	
13	Enforcement Cameras – erection of oversized signal poles at junctions.	Traffic Signals.	<ul style="list-style-type: none"> • Designer and contractor resource. • Timescale and changes to tendered works. 	

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Table 3.2: Detailed requirements – infrastructure items

Item	Description	Lead Team / Resource Pressure	Risks and impacts	Mitigation
14	Back office systems for above	Procurement team		
15	Decommissioning of existing camera locations (if not included in new camera contract).	Network Management.	<ul style="list-style-type: none"> • 5 years hence – estimate. 	
16	4G camera cards (Every 100 cameras cost circa £180,000 for 5 years).	Procurement team	<ul style="list-style-type: none"> • Timescale and changes to tendered works. 	<ul style="list-style-type: none"> • Utilise National frameworks for this provision
17	VMS signs - replacement and installation (if included).	Signals	<ul style="list-style-type: none"> • Designer and contractor resource. • Timescale and changes to tendered works. 	
18	Temporary signage for launch – including VMS.	Engineering Design / Network Management		
19	Non illuminated signs - Decommissioning at project end.	Engineering Design / Street Lighting		
20	Illuminated signs - Decommissioning at project end.	Street Lighting and or Engineering Design		

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Table 3.3: Detailed requirements – other items

	Details	Staffing and stakeholders	Consents and interfaces.
CAZ System & Implementation	Enforcement.	Staff already in place to deliver this. Liaison with the Police and other agencies utilizing the camera system and processes will be required.	The enforcement will be combined and managed alongside the bus lane enforcement as a standalone project complete with project team.
	Operations (staff).	In House provision using BCC existing resource and contracts as required / appropriate. Existing BCC recruitment policies in place and able to be utilized to get in the level of staff required to deliver the scheme.	
	Communications and Engagement.	In House provision using BCC existing resource and contracts as required / appropriate, additional staff already recruited due to the requirement to engage early.	This project will need to align with other related projects being planned and delivered across the city. This has been made a top council priority which is being aligned with existing systems and resources. The Mayoral elections could have an impact on the project so early planning for this will be required to mitigate any risks.
Additional Measures	Provision of grants for taxi, private hire and LGV drivers to upgrade and / or retrofit their vehicles.	Outsourced.	Early liaison with the licensing team will ensure alignment with existing and new policies as required.
	Demonstration Electric Vehicles for small businesses.	Provision of vehicles will be outsourced with BCC sourcing the office/space required and the resource to operate the center.	Following Leeds example will support delivery of this measure. It will need to tie in with any other projects delivering EV infrastructure and vehicles such as Go Ultra Low West (GULW).
	A loan scheme to assist businesses replace their vehicles.	Outsourced	BCC finance team and legal will need to be involved in how we set this up based on previous experience.
	A scrappage scheme for diesel car drivers.	Outsourced	
	Easton Way walking and cycle scheme, completion from Stapleton Rd Junction to J3, M32.	BCC Highways framework (BHAMAADF).	The BHAMAADF has already been through a procurement and tendering process. The BCC cycling and walking team will lead this project and have extensive experience of delivering similar schemes as they have done for Cycling City and Cycling Ambition Fund. They will involve existing groups and forums as per current projects. This will save time and ensure project efficiencies and assurances.
Additional	Walking and cycling scheme.	BHAMAADF	As above

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Table 3.3: Detailed requirements – other items

	Details	Staffing and stakeholders	Consents and interfaces.
Measures ...cont/d	Bedminster Bridges walking and cycle Improvements.	BHAMAAWF	As above
	Other additional walking and cycling schemes.	BHAMAAWF	As above
	Increase, Improve, update Legible City Signage.	BHAMAAWF	As above
	Additional electric vehicle charging points.	BHAMAAWF or ESPO Vehicle Charging Infrastructure Framework (636_17).	This will tie in with any other projects delivering EV infrastructure and vehicles in Bristol, such as Go Ultra Low West (GULW).
	Expansion of Portway P&R site (550 spaces with 350 additional to be unlocked).	BHAMAAWF	Liaison with Sustainable Transport Team already delivering similar projects will manage this. Communications with bus companies and P&R management, as well as some public consultation building on what has already been taking place.
	Mobility credits and/or subsidised bus travel for certain demographic or income groups.	In House provision potentially using BCC existing resource and contracts as required.	Existing resources will be used to deliver this. BCC staff have experience of managing projects such as this, their experience and expertise will ensure this measure can be delivered efficiently helping to mitigate the impacts of the scheme.
	Business support including personalised travel planning, targeted door knocking and roadshows, travel plan support and CAF scheme promotional publicity.	In House provision potentially using BCC existing resource and contracts as required.	The Sustainable Transport Team and Roadshow Team exist already to deliver these measures; the team has a wealth of experience managing these types of activities. The council has learnt lessons and is able to identify the most effective resource for each activity saving time and ensuring efficiencies are achieved.
	Micro-consolidation unit with cargo freight bikes.	In house provision using BCC existing resource and contracts as required	Go Ultra Low West (GULW) project that BCC are running alongside the CAZ project intends to provide a grant for the provision of a hub for the purposes of 'last mile' deliveries to addresses within the CAZ area. This provides a platform from which the CAZ can then develop it further.

4. Other considerations

4.1 Payment mechanism

Through the Public Contract Regulations 2015, public sector buyers must include 30-day payment terms in their contracts; and require that this payment term be passed down the supply chain. BCC fully adheres to this regulation and all procurement routes under consideration comply with this requirement.

Where appropriate, stage payments will be included within the works required to allow suppliers to manage their cash flow and for BCC to forecast committed spend within the project budgets.

The NEC3 contract suite, which is in place for the BCC BHAMA AWF and CCS TMT2 frameworks, provides options on payment mechanism (Option A to F). Due to the programme being a key driver and challenge due to the diverse deliverables being provided by various contractors, payment options which foster a partnership approach will be considered, for example incentivisation models, such as:

- Contractor Share Percentage – Allows for the financial performance of the contractor to be recognised. Underspend is rewarded and /or BCC’s financial risk exposure can be limited if overspend occurs;
- Milestone incentives – Contractors can be incentivised for meeting key dates of the programme but penalised for missing them.

4.2 Programming and interdependencies

Table 4.1: Procurement details

Procurement for:	Proposed Procurement Route:	Indicative Days to Complete:
Design (including specification)	BCC Framework – Direct Award	45
Approved Device	BCC Contract – Direct Award	60
Infrastructure (on road)	BCC Framework – Direct Award	60
Traffic Management	Framework – Direct Award	45
Additional Measures – Infrastructure	BCC Framework – Direct Award	60
Additional Measures – Mitigation Measures	Direct Award	45

The stages of procurement for a direct award through a framework follow the call off procedures set out in each of the frameworks BCC intends to utilize. It will include the identification of the most appropriate supplier, which may be the top ranked supplier from the original tender process.

If BCC consider that running a competition under the framework is more appropriate then the same steps will be followed as with the direct award procedure above, but will involve all of the suppliers on the lot/framework. Evaluation of the submissions will follow a robust and pre-published set of criteria and will be overseen and managed by a member of the BCC procurement team. Following the evaluation, the bidders will be informed of the outcome and BCC will adhere to the discretionary ten day standstill period before awarding the contract.

With a direct award, there needs to be confidence that the supplier being awarded can deliver what is required from the specification and commercial terms. Sometimes that isn't possible as the BCC specification may have non- standard requests included. In that case, BCC will open competition to 'test' that the suppliers can deliver the request.

For work packages which, following further investigation, require an Open tender process via the OJEU, the full regulated process will be followed, however it is not expected that this will be necessary for the vast majority of

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the contracts required. The Open procedure is a single stage process which includes a questionnaire to confirm bidders' suitability, capability and capacity to deliver the contract. The specification will be evaluated against robust and pre-published criteria to establish the Most Economically Advantageous Tender. Following the evaluation the bidders will be informed of the outcome and BCC will adhere to the regulated ten day standstill period before awarding the contract.

4.3 Risk Allocation and Transfer

As with any procurement agreement, there is always risk. BCC have identified where these risks can be mitigated by the procurement approach and/or by the contractual terms applied to the agreements. Using existing contracts or established frameworks provides mitigation.

Table 4.2: Procurement risks and mitigation

Procurement Risk	Likelihood	Impact	Mitigation
Lack of clarity in scope of what is to be procured (e.g. back office systems / signs)	M	H	Be clear on the scheme, so the scope of the system can also be clear. Agree scope with all stakeholders, including Smart Cities and Highway Signage teams. Utilise JAQU specification guidance for the enabling technologies.
Delays in BCC internal approvals from Procurement Board to progress with planned	M	H	Procurement engaged early in the OBC process. Obtain the necessary internal approvals to progress procurement in line with OBC submission.
Delays in procuring approved ICT hardware, e.g. secure managed network switches.	M	M	Agree scope early with BCC ICT. Use existing approved hardware where possible. Try to avoid 'gold plating' the solution.
Unsuccessful contractors challenge procurement process	M	M	Follow a robust procurement process and be clear on what is being asked and how it will be evaluated. Seek early input from Procurement teams.
No clear plan or budget for decommissioning on street equipment when not required anymore (5-year life / large signs?)	L	M	Plan for decommissioning, including a suitable budget with protections to ring fence it
Procurement of signs for neighbouring local authorities / HE – not covered by the BCC Framework.	M	H	Engage with HE and neighbouring LAs to agree procurement routes
Multiple LA tenders mean small number of suppliers too busy to submit, or take a commercial decision not to tender as small potential return, or a lack of resources.	M	H	Ensure market know the scale and scope of BCC project. Ensure contracts have robust penalty clauses for late delivery.

A lower risk profile is established when using current arrangements as robust contract management is already in place and poor performance would affect ongoing relationships and could trigger non-performance or service level failure conditions within the agreements.

Table 4.3: Procurement challenges and risks

	Procurement challenge	Legislative risk	Design	Implementation delays	Supplier ceases trading
Authority	X	X	Achieving NO ₂ reduction		
Contractor			Achieving output	X	
Shared			X		X

4.4 Soft market testing

BCC will be utilizing current frameworks and contracts to deliver the CAZ for Bristol, wherever appropriate. Soft market testing will have been undertaken for all of these at their inception. CCS frameworks are put in place following extensive soft market testing to ensure that the framework is suitable for both public sector buyers but also to confirm that the market is be able to supply the requirements.

Where new BCC contracts and frameworks are proposed a similar process is undertaken to fully understand the market position and offerings available to ensure a healthy competition between bidders and the right outcome for BCC is achieved.

4.5 TUPE

There have been no TUPE implications identified for any of the deliverables.

4.6 Social value

Social Value is a key strategic aim / outcome for the city of Bristol and is very high on the Mayor’s agenda. Social value is about maximising the impact of public expenditure to get the best possible outcomes: improving the economic, social and environmental wellbeing of the area.

BCC have developed a social value toolkit in association with city partners, councillors, and organisations representing small businesses, micro businesses and the voluntary community sector.

The toolkit will:

- Make sure the processes used to award grants or contracts recognise the contribution the organisation will make to Bristol, particularly for disadvantaged groups or communities;
- Help organisations make social value part of their procurement and management processes and bids for funding;
- Be used to measure and report on the social value of activity and the contracts and grants that we award; and
- Be used in future commissioning activity.

All new procurement activities provide for Social Value within the evaluation criteria with a target weighting of 20% of the overall tender score. BCC have partnered with The Social Value Portal which is an on-line solution that allows us to measure and manage the contribution that BCC and our supply chain makes to society, according to the principles laid out within the Public Services (Social Value) Act 2012. This solution allows BCC to report both non-financial and financial data and rewards organisations for doing “more good” in our community.

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Awarded suppliers on current frameworks such as CCS, TMT2 have been evaluated for social value policies and opening competition, where appropriate for this project, will allow for BCC to re-test this with Bristol specifically in mind during the performance of the contract.

4.7 Contract Management

BCC have robust contract management arrangements in place and intend to replicate these for the management of all of the contracts involved in the delivery of the CAZ for Bristol. Individual project managers working on discrete work packages will report to the CAZ programme manager who will maintain overall responsibility. The contractors' performance will be monitored and reported on using Key Performance Indicators (KPIs) to ensure any issues are highlighted early and can be remedied before effecting dependant work-packages.

Where BCC are using NEC3 contracts there are a number of roles to help administer the contract and these will be filled with the right resources to ensure that the objectives are achieved, the NEC Project Manager role is key to managing these objectives. There is also a Supervisor role to check that the works are delivered in accordance with the contract

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