

Procurement Plan

MetroWest Phase 1 - Client Owned Scope

01 July 2021

BACKGROUND:

MetroWest Phase 1 (the Project) proposes to upgrade the existing local train service for the Severn Beach Line and the Bath Spa to Bristol Line (Phase 1A) and re-open the Portishead rail line with stations at Portishead and Pill (Phase 1B). The Project is being promoted by North Somerset Council and the West of England Combined Authority (WECA) on behalf of the authorities across the West of England including; Bath & North East Somerset, Bristol City and South Gloucestershire Councils. The Project forms part of a wider MetroWest programme to deliver strategic enhancements to the local rail network over the next 10 years.

DECISION:

It is requested that the Client Owned Scope Procurement Plan be authorised. The Procurement Plan entails the procurement of the NSC & WECA scope of works set out in the sections below, via the route to market identified for each of the works set out in the over-arching work packages.

REASONS:

Introduction

Delivery of the client owned scope is integral to the MetroWest Phase 1. Several of the work packages are required to be delivered prior to the start of the main railway works and is therefore on the critical path to delivery of MetroWest Phase 1. This includes some ecological works and works to highway bridges.

The Commissioning Plan requirements have been dealt with by the-

- Report of 29th April 2020 to the Executive see section 5
- Report Of 10th November 2020 to Full Council, see section 6

Requirement

The remaining scope to be delivered by the Client Team (which comprises NSC and WECA) includes:

- Ecology & Landscape Planting
- Highway Bridges
- Highways & Drainage

These works are essential for the delivery of the MetroWest Phase 1 project and interface with the main construction works to re-open the Portishead branch line. A description of these works, their contract value and estimated spend before Full Business Case (up to summer 2022) are set out in Table 1.

MetroWest Phase 1 is being jointly promoted by North Somerset Council and the West of England Combined Authority (WECA). The joint working arrangements and cost sharing between the two parties is set out in the Initial Promotion Agreement

ver3 and a joint Client Team has been established with each party providing specific expertise and resources.

The procurement of the client owned scope of the MetroWest Phase 1 works will be led by NSC

Table 1 – Contract value of works and estimated spend before Full Business Case approval (up to Summer 2022)

Package	Description of Works	Start of contract	Estimated Contract Value	Estimated Spend before Full Business Case Approval
Ecology & Landscape Planting	Translocation of species along the whole railway corridor including final European Protected Species licences. Ecologist & botanist supervision advising on the Avon Gorge Habitat Regulation Assessment constraints and wider constraints along the dis-used railway.	July 2021	Up to £1,200,000 over a three year period	Up to £400,000
	Ecology and landscape planting works	July 2021	Up to £225,000 over a three year period	Up to £75,000
	Ecological compensation works at Leigh Woods as defined by Package 2 of the Habitat Regulation Assessment.	Autumn 2023	Up to £50,000	£0
	Ecology works (Lineside contractor) erect fences to protect vegetation to be retained, translocate protected species and destructive searches.	March 2022	Up to £75,000	£25,000
Highway Bridges	Assessment and design of work Gas Works pedestrian bridge entailing defect rectification.	Assessment of structures – June 2021 Design work – September 2021	up to £39,000	up to £39,000
	Assessment and design of work to Royal Portbury Dock over rail bridge entailing defect rectification and vehicle restraint works	Design work – September 2021	up to £20,000	up to £20,000
	Assessment and design of work to Marsh Lane over rail bridge entailing defect rectification and vehicle restraint works	Assessment of structures – July 2021 Design work – September 2021	up to £42,000	up to £42,000

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	Assessment and design of work to Sheepway over rail bridge entailing defect rectification and vehicle restraint works	Assessment of structures – July 2021 Design work – September 2021	up to £45,000	up to £45,000
	Assessment and design of work to Old Station Rd over rail bridge entailing defect rectification and vehicle restraint works	Assessment of structures – July 2021 Design work – September 2021	up to £42,000	up to £42,000
	Construction works to four road over rail bridges and one pedestrian bridge entailing defect rectification and vehicle restraint works.	January 2022	up to £600,000	up to £300,000
Highways & Drainage	Hardware and software (MOVA) upgrade to the signals of the Ashton Vale Road and Winterstoke Road junction in Bristol.	September 2023	Up to £30,000	£0
	Detailed design & construction of extension to the left turn lane from Winterstoke Road into Ashton Vale Road, Bristol including and diversion and protection of utilities	January 2023	Up to £750,000	£0
	Detailed design & construction of improvements to bus stops on Lodway/ Heywood Road (Memorial Club) Pill to improve highway visibility and to provide fully accessible bus stops.	January 2023	Up to £75,000	£0
	Detailed design & construction of improvements to highway drainage at Underbanks and Avon Road, Pill.	January 2023	Up to £100,000	£0
	Detailed design & construction of extension to footway on Station Road and associated improvements between Monmouth Road and Pill station forecourt on Station Road.	January 2023	Up to £50,000	£0
	Ground investigation works for highway works, temporary and permanent compounds, haul roads and associated ancillary works.	Sept 2021	Up to £99,000	Up to £99,000
	Miscellaneous technical investigations, surveys and minor civils works outside of the main railway corridor eg works to various footpath links.	January 2023	Up to £250,000	£0
	TOTAL			Up to £3,692,000

Route to market

As set out in Table 2, a range of different route to market approaches are proposed for each work package and a justification for each approach has been set out. Some of the work packages require highly specialist expertise and consequently a direct award contractual arrangement is required, for the reasons set out in Table 2. For some of the work packages an existing framework contract can be used. The remaining work packages, will be competitively tendered.

Table 2 – Route to market

Package	Description of Works	Route to Market	Notes	Duration of works
Ecology & Landscape Planting	Translocation of species along the whole railway corridor including final European Protected Species licences. Ecologist & botanist supervision advising on the Avon Gorge Habitat Regulation Assessment constraints and wider constraints along the disused railway.	Jacobs direct award via formal cost estimates at each stage which will be assessed for value for money. Gateway reviews including use of performance indicators will take place by the project sponsors.	<p>This highly specialist work requires ecologist & botanist embedded knowledge of the project including specific constraints in the Avon Gorge SAC relating to the losses of ancient woodland and extremely rare flora which is documented in the Habitats Regulation Assessment, Avon Gorge Vegetation Management Plan, Statement of Common Ground with Natural England and other DCO documents. The ecology and botany interfaces along the 15 km railway and complex and many interfaces at the sub-species level transcend cross both the operational railway and the disused railway. It is therefore essential to maintain continuity of this specialist knowledge into the delivery phase of the project to avoid unnecessary delays and or additional costs.</p> <p>The Council Executive approved delegated authorisation for up to £1,900,000 via direct award contracts with Jacobs at its meeting on 29th April 2020. The spend to date is just over £700,000.</p>	July 2021 to Spring 2024 (33 months).

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	Ecology and landscape planting works	Streets & Open Spaces Term Maintenance contract (Glendale)	The term maintenance contractor quotes for each job. The experience to date has been positive in terms of cost and quality and the contractor has been responsive.	July 2021 to Spring 2024 (33 months).
	Ecological compensation works at Leigh Woods as defined by Package 2 of the Habitat Regulation Assessment.	The Forestry Commission (Forestry England) direct award	These works are to be undertaken on Forestry Commission land and MetroWest has entered into a wide ranging option agreement including provision for Forestry Commission to undertake these works, which is the preferred option given the proximity of the site to the Avon Gorge SAC and very rare flora.	Autumn 2023 to Spring 2024 (6 months)
	Ecology works (Lineside contractor) erect fences to protect vegetation to be retained, translocate protected species and destructive searches.	Invite quotations from local contractors	Translocation starts in March 2022, fencing needs to be done before September 2022	March 2022 to Spring 2024 (33 months)
Highway Bridges	Assessment and design of work to Gas works pedestrian bridge entailing defect rectification.	WECA professional Services Framework		July 2021 to Sept 2022 (15 months)
	Assessment and design of work to Royal Portbury Dock Road Bridge	WECA professional Services Framework		July 2021 to Sept 2022 (15 months)
	Assessment and design of work to Marsh Lane highway bridge entailing defect rectification and vehicle restraint works.	WECA professional Services Framework		July 2021 to Sept 2022 (15 months)
	Assessment and design of work to Sheepway highway bridge entailing defect rectification and vehicle restraint works.	WECA professional Services Framework		July 2021 to Sept 2022 (15 months)
	Assessment and design of work to Old Station highway bridge entailing defect rectification and vehicle restraint works.	WECA professional Services Framework		July 2021 to Sept 2022 (15 months)
	Construction works to four road over rail bridges and one pedestrian bridge	Competitive procurement (open)	Procurement will use NEC4 Engineering & construction	January 2022 to Sept 2022 (9 months)

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	entailing defect rectification and vehicle restraint works.		Contract	
Highways & Drainage (work elements shaded green in this table will be delivered in a single lot).	Hardware and software (MOVA) upgrade to the signals of the Ashton Vale Road and Winterstoke Road junction in Bristol.	Bristol City Council Traffic Signals Team direct award	This is a highly specialised hardware and software upgrade, which the Bristol City Council Traffic Signals Team needs to lead and deliver.	September 2023 to Spring 2024 (6 months)
	Detailed design & construction of extension to the left turn lane from Winterstoke Road into Ashton Vale Road, Bristol including and diversion and protection of utilities	Competitive procurement	Procurement will use the WECA PSF framework, NEC4 Engineering & construction Contract and will be procured in a single lot with other work elements shaded green in this table.	January 2023 to Spring 2024 (15 months)
	Detailed design & construction of improvements to bus stops on Lodway/ Heywood Road (Memorial Club) Pill to improve highway visibility and to provide fully accessible bus stops.	Competitive procurement	Procurement will use NEC4 Engineering & construction Contract and will be procured in a single lot with other work elements shaded green in this table.	January 2023 to Spring 2024 (15 months)
	Detailed design & construction of improvements to highway drainage at Underbanks and Avon Road, Pill.	Competitive procurement	Procurement will use NEC4 Engineering & construction Contract and will be procured in a single lot with other work elements shaded green in this table.	January 2023 to Spring 2024 (15 months)
	Detailed design & construction of extension to footway on Station Road and associated improvements between Monmouth Road and Pill station forecourt on Station Road.	Competitive procurement	Procurement will use NEC4 Engineering & construction Contract and will be procured in a single lot with other work elements shaded green in this table.	January 2023 to Spring 2024 (15 months)
	Ground investigation works for highway works, temporary and permanent compounds, haul roads and associated ancillary works.	Invite 5 written quotations from specialist contractors	These ground investigation works must be undertaken this summer (2021) to feed into the start of the project detailed design starting in early 2022. The duration of the works	Sept 2021 to Dec 2021

			including the results of lab testing is minimum of 4 months. Any delays to completing these works could impact the overall project programme.	
	Miscellaneous technical investigations, surveys and minor civils works outside of the main railway corridor eg works to various footpath links.	Competitive procurement	Procurement will use NEC4 Engineering & construction Contract and will be procured in a single lot with other work elements shaded green in this table.	January 2023 to Spring 2024 (15 months)

Timescales

Table 3 sets out the timescales for the procurement and delivery of the client owned scope.

Table 3 – Procurement and delivery timescales

Package	Description of Works	Procurement timescales	Timescales for work
Ecology & Landscape Planting	Translocation of species along the whole railway corridor including EPS licences. Ecologist & botanist supervision advising on the Avon Gorge Habitat Regulation Assessment constraints and wider constraints along the dis-used railway.	Contract award: July2021	Ecologist and botanist supervision is on-going with the quantum of work increasing leading up to the start of the main construction works in Autumn 2022 and continuing throughout construction up to Spring 2024.
	Ecology and landscape planting works	Contract award: July2021	Pre-construction ecology works to be delivered by Autumn 2022. Ecology works during main construction works between Autumn 2022 and Spring 2024.
	Ecological compensation works at Leigh Woods as defined by Package 2 of the Habitat Regulation Assessment.	Contract award: September 2023	The works must be completed by spring 2024, before the opening of MetroWest P1 and the start of passenger train services.
	Ecology works (Lineside contractor) erect fences to protect vegetation to be retained, translocate protected species and destructive searches.	Contract award: March 2022.	Pre-construction ecology works to start in March 2022 and be delivered by Autumn 2022. Ecology works during main construction works between Autumn 2022 and Spring 2024.

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Highway Bridges	Assessment and design of work to Gas works pedestrian bridge entailing defect rectification.	Work specification – March 2021 Contract award for assessment of structures – July 2021 Contract award for design work – September 2021	The works must be completed by Sept 2022, as the MetroWest main works contractor is programmed to start in Autumn 2022.
	Assessment and design of work to Royal Portbury Dock Road Bridge	Work specification – March 2021 Contract award for design work – September 2021	
	Assessment and design of work to Marsh Lane highway bridge entailing defect rectification and vehicle restraint works.	Work specification – March 2021 Contract award for assessment of structures – July 2021 Contract award for design work – September 2021	
	Assessment and design of work to Sheepway highway bridge entailing defect rectification and vehicle restraint works.	Work specification – March 2021 Contract award for assessment of structures – July 2021 Contract award for design work – September 2021	
	Assessment and design of work to Old Station highway bridge entailing defect rectification and vehicle restraint works.	Work specification – March 2021 Contract award for assessment of structures – July 2021 Contract award for design work – September 2021	
	Construction works to four road over rail bridges and one pedestrian bridge entailing defect rectification and vehicle restraint works.	Develop tender documents – October 2021 Submission window – Nov – Dec 2021 Evaluation - January 2022	The works must be completed by Sept 2022, as the MetroWest main works contractor is programmed to start in Autumn 2022.

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		Approval – January 2022 Contract award: January 2022	
Highways & Drainage (work elements shaded green in this table will be delivered in a single lot).	Hardware and software (MOVA) upgrade to the signals of the Ashton Vale Road and Winterstoke Road junction in Bristol.	Work specification – November 2022 Contract award: January 2023	The works must be completed by Spring 2024, before the opening of MetroWest P1 and the start of passenger train services.
	Detailed design & construction of extension to the left turn lane from Winterstoke Road into Ashton Vale Road, Bristol including and diversion and protection of utilities	Develop tender documents – October 2022 Submission window – Nov – Dec 2022 Evaluation - December 2022 Approval – January 2023 Contract award: January 2023	The works must be completed by Spring 2024, before the opening of MetroWest P1 and the start of passenger train services.
	Detailed design & construction of improvements to bus stops on Lodway/ Heywood Road (Memorial Club) Pill to improve highway visibility and to provide fully accessible bus stops.	Develop tender documents – October 2022 Submission window – Nov – Dec 2022 Evaluation - December 2022 Approval – January 2023 Contract award: January 2023	The works must be completed by Spring 2024, before the opening of MetroWest P1 and the start of passenger train services.
	Detailed design & construction of improvements to highway drainage at Underbanks and Avon Road, Pill.	Develop tender documents – October 2022 Submission window – Nov – Dec 2022 Evaluation - December 2022 Approval – January 2023 Contract award: January 2023	The works must be completed by Spring 2024, before the opening of MetroWest P1 and the start of passenger train services.
	Detailed design & construction of extension to footway on Station Road and associated improvements between	Develop tender documents – October 2022	The works must be completed by Spring 2024, before the opening of MetroWest P1 and the

	<p>Monmouth Road and Pill station forecourt on Station Road.</p>	<p>Submission window – Nov – Dec 2022</p> <p>Evaluation - December 2022</p> <p>Approval – January 2023</p> <p>Contract award: January 2023</p>	<p>start of passenger train services.</p>
	<p>Ground investigation works for highway works, temporary and permanent compounds, haul roads and associated ancillary works.</p>	<p>Detailed technical brief and lab testing requirements – July 2021</p> <p>Invitation for quotations issued to specialist contractors - Aug 2021 Contract Award – Sept 2021</p> <p>Contract to be awarded based on: a) ability to meet the technical requirements, b) ability to undertake the works in the required timescale, and c) the price</p>	<p>These ground investigation works must be undertaken this summer (2021) to feed into the start of the project detailed design starting in early 2022. The duration of the works including the results of lab testing is minimum of 4 months. Any delays to completing these works could impact the overall project programme.</p>
	<p>Miscellaneous technical investigations, surveys and minor civils works outside of the main railway corridor eg works to various footpath links.</p>	<p>Develop tender documents – October 2022</p> <p>Submission window – Nov – Dec 2022</p> <p>Evaluation - December 2022</p> <p>Approval – January 2023</p> <p>Contract award: January 2023</p>	<p>The works must be completed by spring 2024, before the opening of MetroWest P1 and the start of passenger train services</p>

Governance

MetroWest Phase 1 is being jointly promoted by North Somerset Council and the West of England Combined Authority (WECA). The joint working arrangements and cost sharing between the two parties is set out in the Initial Promotion Agreement ver3 and a joint Client Team has been established with each party providing specific expertise and resources.

Governance will be as follows:

- Strategic Procurement Service Lead – Miranda Huntley
- Contract Manager – Richard Matthews / James Willcock
- For bridge works only - Chandan Bhumpelly

- Highways Technical Approval - Colin Chandler

The estimated capital out-turn cost of the project is £116.4M, as set out in detail in the project Outline Business Case in December 2017. The budget for 2021/22 is £7,392,650, as approved by Council at its meeting on 23rd February 2021.

The scheme programme is highly complex and requires the Client Procurement Plan to be progressed now with some expenditure being incurred ahead of Full Business Case approval. Full Business Case approval is scheduled to be confirmed in summer 2022. By that point all the detailed design for the Client owned scope will have been completed. Authorisation will be sought in summer 2022 from NSC Full Council (and WECA Committee) to award construction contracts for the whole scheme.

Market / Suppliers

The work packages are generally routine works that comprise a small part of the overall scope of MetroWest Phase 1 and as the intention is to bundle the schemes this should make it more attractive to the market. As set out in Table 2, some of the work package elements will be direct awards to suppliers that have already been working on the MetroWest Phase 1 project.

Social Value, Sustainability & VCSE

In accordance with the council's Social Value Policy, 10% of the quality weighting will be for tangible social value commitments which the bidders will propose. Within the evaluation of tenders, we will assess quality responses around Social Value against the following objectives which are detailed within the Council's Social Value policy:

- **Increased employment to local people**
 - Increased employment to those most removed from the labour market
 - Increased employment to young people
- **Increased use of local supply chain**
- **Reducing negative and promoting positive environmental impacts**
- **Increased health and wellbeing for all**
 - Supporting schools and life-long learning
 - Developing cultural heritage
 - Stronger local voluntary/community sector

The items highlighted are likely to be most relevant to the proposed work packages.

Evaluation

The evaluation methodology will follow North Somerset's standard procurement process. The evaluation criteria for competitive tenders is set out in Table 4.

Table 4 – Evaluation

Package	Description of Works	Evaluation Weightings
Highway Bridges	Construction works to four road over rail bridges and one pedestrian bridge entailing defect rectification and vehicle restraint works.	The weightings will depend on the level of work required following the bridge assessment work. Estimated to be as follows: Price 70-65, Quality 30-35

Highways & Drainage (work elements shaded green in this table will be delivered in a single lot).	Detailed design & construction of extension to the left turn lane from Winterstoke Road into Ashton Vale Road, Bristol including and diversion and protection of utilities	Standard highway works, so lower quality weighting acceptable. Price 70, Quality 30
	Detailed design & construction of improvements to bus stops on Lodway/ Heywood Road (Memorial Club) Pill to improve highway visibility and to provide fully accessible bus stops.	Standard highway works, so lower quality weighting acceptable. Price 70, Quality 30
	Detailed design & construction of improvements to highway drainage at Underbanks and Avon Road, Pill.	Standard highway works, so lower quality weighting acceptable. Price 70, Quality 30
	Detailed design & construction of extension to footway on Station Road and associated improvements between Monmouth Road and Pill station forecourt on Station Road.	Standard highway works, so lower quality weighting acceptable. Price 70, Quality 30
	Miscellaneous technical investigations, surveys and minor civils works outside of the main railway corridor eg works to various footpath links.	Standard highway works, so lower quality weighting acceptable. Price 70, Quality 30

Each of the questions with the quality submission will be scored using the scoring matrix shown in Table 5 below.

Table 5 – Scoring Matrix

Score	Classification	Award Criteria
5	Excellent	A response that inspires confidence; specification is fully met and is robustly and clearly demonstrated and evidenced. Full evidence as to how the contract will be fulfilled either by demonstrating past experience or through a clear process of implementation.
4	Good	A response supported by good evidence/examples of the Bidders' relevant ability and/or gives the council a good level of confidence in the Bidders' ability. All requirements are met and evidence is provided to support the answers demonstrating sufficiency, compliance and either actual experience or a process of implementation.
3	Satisfactory	A response that is acceptable and meets the minimum requirement but remains limited and could have been expanded upon.
2	Weak	A response only partially satisfying the requirement with deficiencies apparent. Not supported by sufficient breadth or sufficient quality of evidence/examples and provides the council a limited level of confidence in the Bidders' ability to deliver the specification.
1	Inadequate	A response that has material omissions not supported by sufficient breadth and sufficient quality of

		evidence/examples. Overall the response provides the council with a very low level of confidence in the Bidders' ability to deliver the specification.
0	Unsatisfactory	No response or response does not provide any relevant information and does not answer the question.

Price: Based on the submission of activity schedule? The lowest total price will receive the maximum score of 100% and the prices of all other tenders will be expressed as a percentage of the maximum score

Quality: Quality will be assessed against the project outputs, behaviours and project management including assessment on the following topics.

1. Business capability and resource
2. Professional expertise
3. Commercial offering
4. Project team
5. Track record
6. Carbon advocacy and Social Value contribution

The evaluation team will comprise the following:

- James Willcock (MetroWest Phase 1 Programme Manager)
- Richard Matthews (Principal Policy Officer, MetroWest Phase 1)
- Highways engineer (to be assigned)
- Chandan Bhumpelly (Lead Engineer, Structures) – *for bridge competitive tenders only*

Contract Management

Contract management will entail management via the WECA PSF framework, some direct award contracts and use of the NEC4 PSC & NEC4 Engineering & Construction Contracts. The contracts will include performance indicators and there will be regular contract performance meetings with contractors.

To provide certainty of out-turn cost the NEC3 Engineering and Construction Contract Option A: Priced Contract with activity schedule should be used. With Option A, the contractor offers to provide the works described in the contract for a sum of money. The contract provides for certain risks to be carried by the client which will result in the lump sum being adjusted if the compensation events occur. The activity schedule is normally written by the contractor since they know what activities will be carried out. Each activity is priced as a lump sum by the contractor which is the amount paid when the contractor has completed the activity. In pricing an activity, the contractor takes responsibility for estimating quantities and resources, and assessing and pricing risks that the contractor owns.

The contracts will be managed by Richard Matthews (Principal Transport Policy officer, MetroWest Phase 1) and James Willcock (MetroWest Phase 1 Programme Manager).

OPTIONS CONSIDERED:

As already detailed above, the following packages are being direct awarded due to the specialist nature of the work:

- Translocation of species along the whole railway corridor including EPS licences. Ecologist & botanist supervision advising on the Avon Gorge Habitat Regulation Assessment constraints and wider constraints along the dis-used railway (Jacobs).
- Ecological compensation works at Leigh Woods as defined by Package 2 of the Habitat Regulation Assessment (Forestry Commission).
- Hardware and software (MOVA) upgrade to the signals of the Ashton Vale Road and Winterstoke Road junction in Bristol (Bristol City Council).
- Assessment and design of work to the highway bridges.
- The Ecology and landscape planting works package will be awarded to our term maintenance contractor, Glendale, as this is the most efficient way of procuring this type of work.

The Highways Term Maintenance Contract has been considered as an option for the delivery of the highway works, however the expertise does not exist in this contract to deliver the complexities of the structural works to the bridges and while the other highway elements are standard highway works, the main part of the works are within Bristol City Council on a key transport link at Winterstoke road and as such the ability to assess and select a quality contractor is critical. It was decided to package the other smaller highways works together with the works to Winterstoke road as this would be more efficient to procure and manage.

FINANCIAL IMPLICATIONS

The financial implications are covered in the main report.

LEGAL POWERS AND IMPLICATIONS

The procurements will be compliant with the Public Contract Regulations 2015.

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

Through the supply chain procurement and project documentation it is proposed to enable:

- Leadership – to create the environment for change;
- Innovation – to be an enabler of change within the supply chain, and;
- Methodology – to provide the mechanisms that enable the supply chain to respond.

PAS2080:2016 Carbon Management in Infrastructure provides a framework on all sectors and value chain members, on how to manage whole life carbon when delivering infrastructure assets. Use of the PAS will promote reduced carbon, reduced cost of infrastructure delivery and foster more collaboration across the supply chain.

Procurement will consider the PAS2080 specification, and include this as a quality metric in scoring the submitted tenders, to ensure carbon reduction is a key consideration in design and construction of the Programme.

The proposal is to undertake the design, development and delivery of the programme to align with the principals within the specification PAS2080. Suppliers may detail their own specific carbon management and measurement systems.

As part of the aim to encourage innovative solutions to carbon reduction, it is proposed that a sustainability toolkit be developed to identify sustainability outcomes to be achieved. This is to be developed in collaboration with the Contractor and Employers Agent and the purpose specified to put tangible metrics against sustainability into the project as goals.

All supply chain partners will play an active and key role in ensuring the council's ambition of carbon reduction and biodiversity net gain is secured and achieved through both as an active member of the project team and through as necessary application of statutory and non-statutory legislation in the design, development and delivery of the proposed infrastructure.

The procurement process will also challenge the suppliers on their carbon footprint and how infrastructure can be delivered in the most sustainable way including project specific requirements around communications, meetings and also at an organisational level with their corporate approach and initiatives to sustainability, including the use of energy, transport, purchasing and staff. It is proposed to appoint a carbon advocate to help the project team realise its carbon reduction ambition and provide a framework for future projects.

The project team will also be working with the suppliers on ensuring efficient supply chains, maximising the use of both sustainable materials and renewables including primary sourcing of power.

The outcomes that can be secured from all parties working collaboratively towards a common goal of carbon reduction;

- Reduced carbon, reduced cost of infrastructure;
- Promotion of innovation delivering wider society and community benefits;
- Contribute to tackling climate change;
- More sustainable solutions providing a blueprint for future projects;
- Identification of carbon offsetting to mitigate capital carbon created.

CONSULTATION

Previous consultation is covered in the main report. The market will be advised of upcoming work packages.

RISK MANAGEMENT

Risk management is covered in the main report. Several key risks have been identified in the procurement of the work packages and are summarised in Table 6.

Table 6 – Procurement risks

Description	Impact	Mitigation
Lack of market appetite	Limited returns and reduce value for money	Early market engagement to ensure market has resources available to bid and carry out works.

Description	Impact	Mitigation
Lack of OJEU and Public Contract Regulations compliance	Rejected tender	Procurement procedure and contract independently checked by the Council.
Lack of council engineering resource involved in the project	Specification, contract and evaluation sub-standard?	Ensure adequate council resource appointed to project or Appoint consultant and legal advisor with experience of NEC4 to support procurement?
Lack of alignment with project outcomes	Benefits not achieved and/or needs not met	Specify contract and performance metrics aligned with agreed Project Brief and critical success factors.

EQUALITY IMPLICATIONS

Have you undertaken an Equality Impact Assessment? Yes

Equality implications are covered in the main report.

CORPORATE IMPLICATIONS

Corporate implications are covered in the main report.