

CABINET

23 January 2024

Title: Procurement Strategy for the LBBD Development Framework 2024 - 2028	
Report of the Cabinet Member for Regeneration and Economic Development	
Open Report with Exempt Appendix B (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972)	For Decision
Wards Affected: None	Key Decision: Yes
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Accountable Director: Tim Porter, Delivery Director, Be First	
Accountable Executive Team Director: James Coulstock, Interim Strategic Director of Inclusive Growth	
Summary: <p>The original Be First Development Framework, which was set up in 2018 to deliver the first phase of the Be First Portfolio, expired in early 2023. During the time the Framework has been operational the Council has entered contracts worth circa £865m delivering over 2,400 new homes.</p> <p>Although the economic climate has created a more challenging environment for Be First to operate in and therefore take a more conservative approach to forecast delivery, there remains the potential to award contracts on circa £1.5bn worth of new schemes in the four-year period of the proposed new Framework covering the period 2024 - 2028, based on an estimated £1.1bn worth of Direct Delivery schemes and an allowance of £400m for potential third party access.</p> <p>The Council will be the contracting party to the Framework and Be First will manage the award and management of contracts under the Framework on the Council's behalf. There will be a management charge applicable to specific contracts called off under the Framework, payable by the appointed Contractors to the Council at a rate of 3% for Council led schemes and 1% for schemes via third parties. This Charge will be used to fund the costs associated with managing the Framework by Be First (the proposed scope of service and fee recovery mechanism are contained in Appendix A).</p> <p>The procurement of the new Framework will follow a two-staged 'Restricted' procurement procedure, Stage 1 being a Selection Questionnaire which will be based on the PAS91 pre-qualification questionnaire, which was designed for implementation in the UK construction industry and recommended when procuring specialist contractors. Stage 2 will be an Invitation to Tender issued to the top 20 qualifying bidders who responded to the SQ for each Lot. It is the intention to award a total of 20 Contractors to the Framework</p>	

over two Lots (10 to Lot 1 – Works under £50m and 10 to Lot 2 – Works in excess of £50m).

Recommendations

The Cabinet is recommended to:

- (i) Agree that Be First, on behalf of the Council, proceed with the procurement of the London Borough of Barking and Dagenham Development Framework 2024 – 2028 in accordance with the strategy set out in the report;
- (ii) Note that whilst the projected value of the Framework was up to £1.5bn, the Council shall not be obliged to award any contracts via the Framework;
- (iii) Agree that Be First, on behalf of the Council, manage the Framework in accordance with the scope of services set out in Appendix A to the report, and that the fee for the management of the Framework be paid by the Council to Be First as per the mechanism set out in Appendix A; and
- (iv) Authorise the Strategic Director, Inclusive Growth, in consultation with the Cabinet Member for Regeneration and Economic Development, the Head of Legal and the Strategic Director, Resources, to conduct the procurement and award and enter into the Framework Agreements and all other necessary or ancillary agreements with the successful bidders.

Reasons

The recommendations are aligned with the four priority areas identified within the Inclusive Growth section of the Council's Corporate Plan 2020 to 2022:

- **Homes:** for local people and other working Londoners
- **Jobs:** a thriving and inclusive local economy
- **Places:** aspirational and resilient places
- **Environment:** becoming the green capital of the capital.

A Framework with two Lots of 10 framework partners appointed to each Lot to deliver the next phase of the Council's Investment and Acquisition Strategy through the Be First Portfolio, will enable consistent best value delivery against these priority areas.

1. Introduction and Background

- 1.1 Cabinet agreed the Be First business plan in March 2022, which contained a programme of schemes that Be First was aiming to progress. The Cabinet agreed to delegate the decision on investing in these schemes to the Managing Director (this role is now carried out by the Strategic Director, Resources), advised by Investment Panel, once detailed feasibility and financial modelling had been carried out.

- 1.2 The 2022 plan demonstrated a committed delivery of 2,340 homes within the plan period and a pipeline with the potential to deliver circa 3,150 new homes through this Framework.
- 1.3 Circa 2,400 homes have been delivered or are in contract under the previous Be First Development Framework and a portfolio review carried out in mid-2023 indicated that there is the potential to deliver a further 3,150 homes through the next iteration of the Development Framework with an estimated total delivery value of £1.3bn. This is apportioned between Direct Delivery by the Council and the potential for other Contracting Authorities to access the Framework.
- 1.4 The next iteration of the Be First Business plan remains under discussion. Meanwhile Be First maintains an aggressive stance with contractors and their supply chains on programme target dates across the portfolio in recognition of the council's policy aspirations and financial pressures. Inflationary pressures and borrowing costs continue to increase the risk across schemes This is consistent with the national picture across the development sector and affecting regeneration projects across London.
- 1.5 The forecast delivery through a new framework reflects the ambition of the Council and provides the Council the ability to award contracts once market conditions and timing is deemed appropriate.
- 1.6 The formation of a framework of Contractors to act as delivery partners throughout the next phase of delivery will provide the Council with advantages and opportunities as follows:
 - A compliant route to market for suppliers who have been pre-tested for quality and suitability to deliver the Council's aims.
 - The financial strength of the Contractor supply chain can be tested and monitored throughout the Framework period, ensuring the Council is awarding contracts to suppliers with appropriate financial resilience.
 - An opportunity for collaboration and engagement to understand the wider construction market and identify risks and opportunities in the IAS Portfolio.
 - Provide a joint resource to assist the Council in achieving its Social Value objectives (such as the opportunity for shared Apprenticeship schemes, etc).
 - The opportunity to ensure Equalities impacts are being monitored and addressed.
 - An opportunity to share and discuss lessons learned in delivery of Council schemes and within the wider market.
 - for the ability to make Direct Awards.
 - Provide for the costs of managing the Framework to be borne by the Framework contractors via a Management Charge (Levy) payable by the Contractors to the Council. Be First will manage the Framework on behalf of the Council and the Management Charge shall be used by the Council to cover Be First's costs associated with managing the Framework.
- 1.7 Two key lessons learned from the previous Development Framework was that the lotting strategy did not allow for the portfolio to adapt to changes in the economic climate and that the number of Framework Partners was too low to allow for competition throughout the lifetime of the Framework.

- 1.8 Be First has therefore carried out a review of the pipeline schemes that are likely to be issued for award over the next framework period and, based on this analysis, has proposed a lotting strategy that is more appropriate to the demands of the pipeline, in that it will provide sufficient suppliers to provide competition, allow for inflation within the lower Lot, and will be resilient to requests for access by other Contracting Authorities.
- 1.9 This analysis supports that the pipeline can be divided into two distinct delivery value Lots, works under £50m and works in excess of £50m. Each Lot would contain 10 suppliers, there will be the opportunity for suppliers to bid for both Lots, and the same supplier can be awarded a place on each Lot. Therefore, there would be the opportunity for a supplier to sit on both Lots, and bid for work in both value bands. The pipeline analysis can be viewed in **Appendix B**, which is in the exempt section of the agenda as it contains commercially confidential information (relevant legislation: paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972) and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
- 1.10 The lotting strategy provides a number of advantages that address the lessons learnt from the previous Development Framework:
- **Competition** – the pipeline analysis demonstrates that there would be circa 15 – 17 schemes available in each value band, the proposal of 10 suppliers in each Lot will mean that each supplier will have an interest in bidding, whilst also ensuring that they are aware of stiff competition within the Lot.
 - **Value Bands** – the analysis of the pipeline demonstrates that the lower value band captures schemes up to £40m with 16 schemes in that region of value. Be First has allowed a £10m inflationary measure to allow flexibility of cost movement in that Lot.
 - **Appropriate Suppliers** – The suppliers with the knowledge, resource base and expertise to deliver the higher value schemes, would not necessarily be able to deliver the lower value schemes to the value and efficiency of smaller suppliers. Splitting the Framework into two Lots will attract the correct size of supplier appropriate to the schemes within each Lot.
 - **Resilience** – Although suppliers will need to demonstrate a stable financial position upon qualifying for a place on the Framework, as well as be subject to regular financial checks by the Be First Framework Management team, there remains a risk of contractor insolvency during the Framework period. A larger pool of suppliers mitigates this risk and ensures the Framework remains valid for the period.

2. Proposed Procurement Strategy

2.1 Outline specification of the works, goods or services being procured

- 2.1.1 Framework Agreement for the potential delivery of the Council's IAS Portfolio of Construction New Build Works, comprising of two Lots (Works under £50m and Works in excess of £50m) with a total of 20 contractors, 10 on each Lot.
- 2.1.2 Throughout the Framework Period the Employer or a Participating Body may appoint a Framework Partner via mini-competition, or Direct Award to deliver Construction works under a specific contract awarded under the Framework.

- 2.1.3 Specific contracts will contain terms and conditions under which the Contractor will provide the Construction Works to the Employer or Participating Body in relation to a Project.
- 2.1.4 The Framework Agreement will provide a structure of provisions to support and encourage both parties to this Framework Agreement to work together and with all other Project Members in an open and collaborative manner and in a spirit of trust and mutual respect so that the Framework Aims will be met.
- 2.2 **Estimated Contract Value, including the value of any uplift or extension period**
 - 2.2.1 Total potential value of specific contracts awarded under the provisions of the Framework Agreement £1.3bn, a breakdown of which can be seen in Appendix B.
- 2.3 **Duration of the contract, including any options for extension**
 - 2.3.1 Four years (2024 – 2028)
- 2.4 **Is the contract subject to (a) the Public Contracts Regulations 2015 or (b) Concession Contracts Regulations 2016? If Yes to (a) and contract is for services, are the services for social, health, education or other services subject to the Light Touch Regime?**
 - 2.4.1 Yes, Framework Agreement is for works.
- 2.5 **Recommended procurement procedure and reasons for the recommendation**
 - 2.5.1 A two stage restricted procurement procedure.
 - 2.5.2 There is a potentially a very large number of bidders, drawn from the UK and EU Construction market. A two-stage procedure allows the Council to conduct a thorough assessment of ‘qualifying’ bidders at ITT stage and will improve the quality and suitability of bids.
- 2.6 **The contract delivery methodology and documentation to be adopted**
 - 2.6.1 The successful bidders will be appointed to a Framework Agreement that is being drafted by the Council and Be First’s joint legal advisors, Gowling WLG.
 - 2.6.2 Specific contracts awarded under the Framework Agreement will be subject to further mini-competition, or Direct Award.
 - 2.6.3 The form of specific contract will be either the JCT Design and Build two stage process, or the NEC Suite of contracts, both with suitable amendments such as compliance with FOIA, local authority equality duty.
 - 2.6.4 Gowling WLG is drafting the suite of call off contracts including access agreements, drafts of which will be included in the draft Framework Agreement at SQ stage.

2.7 Outcomes, savings and efficiencies expected as a consequence of awarding the proposed contract

- 2.7.1 The formation of a framework to deliver the IAS Portfolio will provide a compliant 'pre-tested' supply chain of Main Contractors to deliver the Councils pipeline IAS portfolio.
- 2.7.2 Within the Framework Agreement will be set KPI's to monitor the delivery and performance of suppliers against the awarded contracts, measuring:
- Time
 - Cost
 - Quality
 - Health and Safety
 - Social Value
 - Sustainability
- 2.7.3 A pool of 20 Contractors across 2 Lots has been selected to provide suppliers that will provide competition throughout the framework period (based on the estimated value of delivery), whilst also ensuring that the risk of suppliers not bidding due to too much competition.
- 2.7.4 The proposed Framework will ensure that a consistent approach is taken to the procurement across the IAS portfolio for the 4 year period of the Framework, saving Be First and Council staff time in not having to propose, agree and review new methods of procurement for each opportunity.
- 2.7.5 The utilisation of other framework providers comes at a cost to the Council in the form of a management charge payable directly or indirectly by the Council. The formation of our own Framework ensures the Management Charge costs come direct to the Council and can be deployed in the management of the Framework. It is proposed that should another Contracting Authority wish to use the Framework the Management Charge would be 1%.
- 2.7.6 The reason that the charge would be lower for other authorities is due to the reduced resourcing requirements for their schemes, a Be First Council scheme would have full end to end procurement management and oversight from Be First whereas for other entities we would adopt a 'light touch' approach, providing advice and guidance only with the authority taking the full Contract Management function and liabilities.
- 2.7.7 A framework of suppliers will bring added value in the form of shared lessons learnt, and shared resource in terms of contributing to the Council's Social Value targets.
- 2.7.8 The Framework will comprise a direct award procedure, whilst Be First will maintain that their preferred method of award would be via mini-competition, the procedure to direct award is set out as follows: -
- All direct awards to have prior agreement of the Employer's Framework manager, and in the case of Council Contracts the Council's Procurement Board via an approved Procurement Strategy.

- Direct Awards will be based on fee rates set in the Framework Agreement (based on standard services to deliver Pre-construction Services), or where appropriate, on the basis of rates specific to the requirement, provided such rates represent value for money.
- The awarding party will develop a clear statement of the requirement and identify the applicable award criteria (Direct Award criteria).
- apply the Direct Award Criteria to the Framework Contractors' quality and commercial profiles, taking into account other factors as may be identified in consultation with the Employer's Framework Manager, such as timescales and capacity
- The Specific Contract shall be awarded to the first-ranked Framework Contractor with the required capacity. The Employer's Framework Manager will be responsible for deciding when Framework Contractors have reached capacity and, which is first ranked at any given time

2.8 Criteria against which the tenderers are to be selected and contract is to be awarded

- 2.8.1 The Selection Questionnaire (SQ) will be made available to all organisation who have expressed an interest through a submission of an Expression of Interest (EoI) in tendering for the Framework Agreement.
- 2.8.2 Potential tenderers must answer all of the questions in the SQ, and shall only be eligible to be invited if:
- They comply with the instructions and conditions governing the SQ.
 - No grounds for mandatory or discretionary exclusion apply (if a ground does apply and the relevant ground is capable of being remedied, the Potential Tenderer must provide 'self-cleaning' evidence that is satisfactory to Be First).
 - They do not fail any of the 'Pass/Fail' questions of the SQ (or otherwise have provided suitable mitigations where relevant to the questions as specified within the SQ).
 - They do not score zero (0) in any of the qualitative questions asked within the SQ.
- 2.8.3 A maximum of twenty (20), organisations per Lot will be invited participate in the invitation to tender (ITT) process.
- 2.8.4 Tenders will be assessed on the basis of 60% Quality 10% Social Value and 30% Commercial and awarded on the basis of most economically advantageous tender (MEAT) in accordance with the provisions of the Framework Agreement.
- 2.8.5 The sub-criteria which will be used to assess the Tenderer's Quality submission shall include an evaluation of the Tenderers resources, capacity and skills in respect of the Works, their proposed methods for assuring and delivering quality, health and safety on site, quality management, sustainability and social value relevant to the Lot they are bidding for.
- 2.8.6 The sub-criteria which will be used to assess each Tenderer's Commercial submission shall include an evaluation of the proposed hourly rates for key roles and resources to deliver pre-Construction Services Agreements, as well as the overheads and profit that would be applied to projects.

- 2.8.7 The rates provided will be utilised once the framework is formed to allow a direct award against pre-construction services that will be set out in the framework agreement, that will be considered along with performance against KPI's.
- 2.8.8 Those potential Tenderers eligible to be shortlisted for contract award having satisfied the conditions listed above, will be ranked in descending order based on their combined quality and commercial scores.
- 2.8.9 The final ranking of the tender responses shall then be put forward to the Be First board and LBBB Investment Panel for approval to proceed to contract award stage, awarding a maximum of twenty (ten on each Lot) positions onto the Framework.
- 2.8.10 As part of this process Section 20 will be requirements will be included, and the Framework will be set up as a Qualifying Long Term Agreement (QLTA).
- 2.8.11 Following the award of the Framework Agreement mini-competition will be subject to evaluation bandings between the range of 70% Price 20% Quality in either direction and 10% Social Value, the evaluation criteria for call off awards will be set out in the Procurement Strategies for these award and be based on the specific requirements of each award.

2.9 **How the procurement will address and implement the Council's Social Value policies**

- 2.9.1 The formation of a framework to deliver a potential further £1.3bn worth of work through the Be First New Build delivery programme provides an opportunity to deliver against and implement the Council's Social Value policies.
- 2.9.2 Be First's Community and Social Value Coordinator in liaison with the Council's Social Value Coordinator is engaged in the drafting of procurement documents to ensure providers are delivering measurable social value benefits through their membership of the Framework, and subsequent specific contract awards.
- 2.9.3 Social Value will be a key foundation within the Framework and will always be an agenda item at quarterly to ensure the Contractors are always aware of the importance of Social Value to the Council and Be First.
- 2.9.4 Social Value delivery plans will be included in mini-competition and direct award opportunities and the monitoring and assessment of the delivery against these will be captured through the Impact Social Value Monitoring Portal.

2.10 **Contract Management methodology to be adopted**

- 2.10.1 The Framework will be managed on behalf of LBBB by Be First PMO. Head of Be First PMO will be responsible for overseeing procurement activity and Be First have appointed procurement specialists from Mott MacDonald and Gowling WLG to ensure the process of forming the Framework is compliant and provides best value for the Council.
- 2.10.2 The Framework Agreement will set out the Contract Management requirements in detail, including the selection and appointment procedures to be followed when

awarding specific contracts, key performance indicators and recording thereof, and Framework Management and reporting.

2.10.3 Specific contracts to be awarded through the Framework will be subject to individual Procurement Strategy Reports and Contract Award Reports through the individual project reporting (Investment Panel) process.

3. Options Appraisal

3.1 Following a review of the Councils IAS Portfolio, managed by Be First it is considered that there remains the potential to deliver circa 3,150 homes, which when combined with potential use from other Contracting Authorities provides an estimated construction value of up to £1.3bn. It is important that the Council has access to a supply chain with the demonstrated ability, quality and financial strength to deliver this work.

3.2 The following options for delivery of the pipeline have been considered and rejected: -

Do nothing	In not replacing the current framework, should the Council wish to proceed with the procurement of schemes within the IAS portfolio pipeline, an alternative third-party framework or fully compliant tender would be required.
Use third-party frameworks	The nature of the third-party frameworks for Construction Main Contractors is that they are not set up to specifically deliver a defined portfolio of works, and do not provide outcomes that would benefit the Council in the same way as a specific supply chain framework could achieve (shared lessons learnt, early collaboration, Social Value targets). There would also be an additional cost on each award in the form of the Framework Levy (Management Charge) payable to the Framework Provider.
Full Open Tender for each opportunity	Given the nature and ambition of the IAS Portfolio managed by Be First, this option would not be the most advantageous to the Council, as the volume of potential competitions would render this option time consuming and costly. We would also lose the 'added value' opportunities related to Lessons Learnt, collaboration, Social Value opportunities and the like.

4. Waiver

4.1 Not required.

5. Consultation

5.1 Consultation and regular meetings have been held between relevant Council and Be First officers.

5.2 The proposals in this report were considered and endorsed by the Procurement Board at its meeting on 20 November 2023.

6. Corporate Procurement

Implications completed by: Euan Beales, Head of Procurement

- 6.1 The Council's Contract Rules require all Gold threshold procurements to be conducted in the open market.
- 6.2 The spend level estimated to be used within the framework once established exceeds the current UK threshold and as such is required to be conducted under the full requirements of PCR 2015
- 6.3 The evaluation criteria is 60% Quality, 10% Social Value and 30% Price, this would be acceptable based on the size and scope of the framework.
- 6.4 It is noted that the framework can be used through mini competition and direct award, and both processes would need to be fully defined and agreed prior to procurement commencing.
- 6.5 It is also noted that the intention is to allow other public sector organisations to be able to access the framework up to a cumulative value of £400m over the lifetime of the framework. The value issued in the notice issued in the FTS cannot be exceeded.

7. Financial Implications

Implications completed by: David Dickinson, Investment Fund Manager

- 7.1 The Development Framework for Construction Works 2024 – 2028 replaces the current Development Framework 2018 – 2023 which expired in early 2023.
- 7.2 The Framework carries a 'Management Charge' (Levy) applicable to all awards under the Framework, these will be chargeable at 3% for Contracts awarded on behalf of the Council, and 1% for any contracts awarded via third party contracting authorities who may access the Framework. The 3% charge will be added to any build costs and will see contract awards that are higher than industry standard as a result of this additional fee.
- 7.3 For a contract to be awarded on behalf of the Council, funding will need to be agreed, which will increase the Council's borrowing and will require approval from Cabinet or the Investment Panel. For every £100m the Council agrees to spend, a fee of £3m will be earned by Be First through the levy. The Levy fee becomes due at the award of each specific contract with 50% payable at award of the contract and the remaining 50% payable at Practical Completion of the Contract.
- 7.4 As outlined in the report, a key issue with the previous framework was that the lotting strategy did not allow for the portfolio to adapt to changes in the economic climate and that the number of Framework Partners was too low to allow for competition throughout the lifetime of the Framework. It is important that these issues are addressed in the new tender. To address these issues, Be First have reviewed the pipeline schemes that could be issued for award over the next framework period and, based on this analysis, has proposed a lotting strategy that is more appropriate to the demands of the pipeline, in that it will provide sufficient

suppliers to provide competition, allow for inflation within the lower Lot, and will be resilient to requests for access by other Contracting Authorities.

- 7.5 It is important to stress that funding of the pipeline is currently challenging with all schemes being unviable and therefore the framework may, at least initially, not have any council scheme to be awarded.
- 7.6 Outside of the fee earned from Council awards, there is a 1% charge for any contracts awarded via third party contracting authorities who may access the Framework. This could, potentially, result in additional fees for Be First. It will be important to market the framework to attract other Council and entities to utilise it.
- 7.7 Overall the proposal sees a continuation of the previous Development Framework but seeks to improve on this, especially around the number of companies on the framework and this is a welcome improvement that needs to be successfully implemented.

8. Legal Implications

Implications completed by: Ian Chisnell, LBBB Major Projects Solicitor, supported by advice provided by Gowling WLG.

8.1 Procurement

Gowling WLG will provide advice as required on the Procurement documents and in response to any queries that may arise during the Procurement process, as requested by Mott McDonald. Gowling has not advised on procurement strategy. The Procurement documents will largely follow the form and structure used to procure the Designer Framework, save for the inclusion of those elements of the documentation that are specifically intended for procurements of construction services e.g. the inclusion of the PAS-91 pre-qualification questionnaire in the Selection Questionnaire document. The Designer Framework Procurement documents were reviewed prior to issue by Gowling WLG.

8.2 Construction

Gowling WLG are in the process of drafting the framework agreement. The framework largely follows the designer framework agreement that is in the process of being entered into. The framework agreement will be for a period of four years, and as expected, provides no guarantee of workload/pipeline to the successful contractors.

A number of the schedules, including the Selection and appointment procedures; Social value and Sustainability Requirements; and KPIs, have been, or will be, prepared by Mott McDonald.

The call off-contracts will be on either the NEC4 Engineering Construction Contract ("NEC4") or JCT Design and Build, 2016 edition (JCT), each subject to a schedule of amendments.

The JCT is based on LBBB's template and has been updated to reflect changes in legislation and lessons learned/issues arising during the current framework.

The NEC4 has been introduced to allow flexibility in pricing as it allows for fixed lump sum and target cost options, as well as cost reimbursable. Although we understand that the cost reimbursable option is unlikely to be utilised. The NEC amendments include the same principles as the JCT.

Both options allow for performance bonds, parent company guarantees and collateral warranties to be provided in an agreed form.

9. Other Implications

9.1 Risk and Risk Management

Risk of Challenge - In following the Council's Rules and PCR 2015 in the procurement of and formation of this framework, LBBD and Be First will mitigate any risk of challenge to the award. All communication will be managed via Be First's tender Portal (e-Delta) and will be conducted in an open and transparent manner.

Risk of unsuitable suppliers awarded - The Selection Questionnaire and Invitation to Tender will be set out to ensure that bidders that can demonstrate a strong financial position, with demonstrable history of delivering appropriate projects to high quality standards within budget constraints are selected. Clear and understandable selection criteria will be utilised.

Risk of supplier insolvency post award - As above the suppliers will be tested for financial strength at award stage, ongoing checks will be made at regular intervals during the Framework period, and always pre-selection for Specific Contracts. In having an allowance of 10 Contractors per Lot, there will be resilience within the Framework should an insolvency occur.

9.2 Corporate Policy and Equality Impact – An Equality Impact Assessment Screening Tool has been completed which has identified the Framework's potential to deliver a positive impact in terms of access and inclusion, fairness and equality, meeting needs and delivering out-comes and satisfaction and customer experience. Be First will engage with successful Framework partners to ensure that the developments driven through the Framework meet the inclusivity needs and requirements of the people of Barking and Dagenham, constructors will also be required to demonstrate that they have/or will adopt a policy that complies with their obligations under the Equality Act. A copy of the EIA Screening Tool is at Appendix C.

Public Background Papers Used in the Preparation of the Report: None

List of appendices:

- **Appendix A** – Framework Management Specification and Fee Recharge Mechanism
- **Appendix B** – Framework Value, Lotting Strategy & Turnover and Insurance Requirements (exempt document)
- **Appendix C** – EIA Screening Tool