

Report for: Cabinet, 16 July 2024

Title: Procurement of the Council's Non-Domestic Water, Wastewater and Ancillary Services Contract

Report authorised by : Taryn Eves, Director of Finance

Lead Officer: Joe Baker, Head of Carbon Management, 020 8489 3976, joe.baker@haringey.gov.uk
Risa Wilkinson, Energy Manager, 020 8489 2178, risa.wilkinson@haringey.gov.uk

Ward(s) affected: All

**Report for Key/
Non Key Decision:** Key Decision

1. Describe the issue under consideration

- 1.1. The Council's current non-domestic water, wastewater and ancillary contract commenced on 1 May 2022 and expires on 30 September 2024. Our current non-domestic water supplier is Anglian Water Business (National) Ltd, trading as "Wave". This contract was called-off from Yorkshire Purchasing Organisation's (YPO) 2020-2024 framework.
- 1.2. The purpose of this report is to seek approval from Cabinet to access YPO Framework Agreement 1181 and to use this to call off and procure a contract for non-domestic water and wastewater and ancillary services. This would be used by the Council for the four-year period 1 October 2024 to 30 September 2028, with an option to extend for one year to 30 September 2029.
- 1.3. The new contract will use YPO's 2023-2027 framework agreement which allows contracts to extend beyond the expiry date of the framework, and it is recommended to use this to award the Council's non-domestic water and wastewater and ancillary services contract to Anglian Water Business (National) Ltd, trading as "Wave". The value of the contract, based on current levels of water usage and known demand increases (with Leisure Centres coming back in house) is expected to be c£5m.
- 1.4. The contracts will serve the Council's non-domestic corporate buildings; non-domestic buildings within the housing portfolio, such as community centres and offices; and schools that have opted-in to the contract. Domestic buildings in the corporate and housing portfolio are excluded. Two leisure centres that have

swimming pools are being insourced back to Council management on 1 October 2024 and the water requirement for these will also be included.

2. Cabinet Member Introduction

- 2.1. Non-domestic water prices are heavily regulated by Ofwat so the retail margin remains small. However, prices are forecast to rise in the next few years to allow wholesalers to upgrade infrastructure and reduce the volume of sewage reaching our waterways. As price margins are small it is important the Council has a non-domestic water supplier that delivers a quality service and helps the Council to manage its water consumption, to reduce costs. The contract with Wave through a YPO framework has delivered this, with Wave providing the Council with proactive water management including high consumption alerts. Continuing to use these services will allow the Council to monitor and manage its water consumption to mitigate the forecast price rises.

3. Recommendations

That Cabinet:

- 3.1. Approves the Council entering into an access agreement with Yorkshire Purchasing Organisation (YPO) to enable the Council to access framework agreement 1181, as permitted under CSO 7.01 b) (selecting one or more contractors from a Framework).
- 3.2. Approves the award of a non-domestic water, wastewater and ancillary services contract under Yorkshire Purchasing Organisation (YPO) framework agreement 1181, to Anglian Water Business (National) Ltd, trading as "Wave" for the period of four years commencing on 1 October 2024 and expiring on 30 September 2028, with an option to extend for one year to 30 September 2029, up to a value of £5m in accordance with CSO 9.07.1 d) (Contracts valued at £500,000 or more can only be awarded by Cabinet).
- 3.3. Approves the resourcing of the Council's Energy Team's contract management and procurement costs through a rebate applied to the supplier's invoices. This service fee is not expected to exceed 2.5% of the total contract value.
- 3.4. Agrees that the annual and forthcoming year's estimated expenditure, will be reported to the Director of Finance and Cabinet Member for Finance.

4. Reasons for decision

- 4.1. The Council considers it necessary to enter into this Contract to provide an uninterrupted water supply to the Council's buildings and services, including corporate buildings; non-domestic properties within the housing portfolio; and schools that choose to opt-in. The Council needs to be able to supply water to ensure Council corporate and housing services can operate; and that schools opting-in have continuous water supply.

- 4.2. There are at least 135 water supplies in the Council's portfolio and resourcing is required for the Energy Team to manage the billing, queries, metering and consumption of these on a day-to-day basis. The Energy Team contract a third-party bill validation and data bureau service to assist with this management. Resourcing is also required to procure the contract every few years. A rebate from all the services and schools that use the contract will therefore assist in covering some of these costs.

5. Alternative options considered

- 5.1. **Procure the Council's non-domestic water by direct tender** - This option would involve the Council running a standalone compliant tender process to secure contracts with the selected water provider. This approach is unlikely to produce the best results due to the relatively small scale of the Council's water requirement compared to that of most large purchasing organisations. This option is therefore deemed unviable.
- 5.2. **For the Council to run a mini-competition through a different public sector buying organisation** - The option of the Council conducting its own mini-competition was not recommended because the risks and costs, including the use of staff resources to write a service specification and conduct a mini-competition, are not commensurate with potential benefits of retailer service efficiencies and savings. The Council is aware that there are other frameworks but as the retail margin is so small, the resourcing required to change supplier would not make the change cost effective.
- 5.3. **Do nothing** - Due to the value of the Council's annual water spend, it is required to have a contract in place. If a contract is not put in place, the Council may default onto more expensive out of contract rates that would not provide value for money, so doing nothing is not an option.

6. Background information

Previous decisions

- 6.1. The Council's first non-domestic Water, Wastewater and Ancillary Services contract following market deregulation in 2017, was awarded by Cabinet on 8 August 2018 to Anglian Water Business (National) Limited, trading as Wave, following a collaborative procurement exercise conducted on behalf of members of the London Energy Project (LEP) and NHS London Procurement Partnership. The LEP was a collaborative Category Management resource, led by Haringey, whose principal purpose was to use authorities' combined spending power to minimise risk, reduce procurement, contract operation and back-office costs to achieve better commercial outcomes. The contract commenced on 21 January 2019.
- 6.2. The contract was awarded on a Most Economically Advantageous Basis, through a Further Competition for Water, Wastewater & Ancillary Services, issued under Lot 3 of the Crown Commercial Service Framework Agreement RM3790 Water, Wastewater & Ancillary Services. The further competition for a single supplier was

conducted by the Yorkshire Purchasing Organisation (YPO), a Central Purchasing body, on behalf of the LEP, its Participating Authorities (present and future) and collaborative partners, (which were named in the further competition).

- 6.3. The Council's current contract was awarded to Wave for non-domestic water, wastewater and ancillary services, through the YPO framework, by Cabinet decision on 12 January 2022.

Financial context – water prices

- 6.4. The non-domestic water market was deregulated on 1 April 2017 and non-domestic entities have been free to choose their own water retailer since then. A water wholesaler is required to undertake two functions, these are water supply, and wastewater disposal. However, the water wholesaler is still geographically determined. In the Haringey area the water wholesaler is Thames Water.
- 6.5. The water supplier (which is the subject of this report) is different from the water wholesaler. The supplier manages the water wholesaler relationship, alongside metering and billing, and supporting services such as water efficiency advice.
- 6.6. Most of a water bill, around 90%, is made up of pass-through charges from the wholesaler, and cannot be affected by the water supplier. The wholesale pricing is regulated by Ofwat, who currently review the price limits every five years. The retail margin is therefore small, the market being around 5%-12% of the bill, and so the quality of the services offered by the water supplier is important. Wave's service fee is at the lower end of this range and therefore can demonstrate competitiveness within the market.
- 6.7. Due to the need to update aging water infrastructure, resolve leaks on the network and reduce the volume of sewage being dumped into waterways, water companies have requested the ability to raise prices by up to 91%, depending on the region. These prices do not include inflation. Ofwat are reviewing the price rise proposals and will publish the outcome in December 2024.
- 6.8. The most recent wholesaler annual price rises have been c11.4% from 2022/23 to 2023/24 and are anticipated to be c10.3% from 2023/24 to 2024/25. Price changes vary depending on a number of factors including whether the charge relates to fresh water or wastewater, whether a supply is metered and the size of the meter.
- 6.9. The forecast price rises are in the wholesale costs and are regulated by Ofwat. They are the same regardless of the retailer in the wholesaler's geographical area. To offset these rises, the Council must reduce water consumption. Wave has a range of ancillary services that the Council can call off to actively address water consumption including automatic metering, water audits and leak detection.

Current spend

- 6.10. The current contract spend is c£567k.p.a. and provides non-domestic water, wastewater and ancillary services for:

- **Corporate** - all non-domestic buildings. This is the majority of the Council's corporate buildings, with the exception of a few domestic properties in Adults Services. This is approx. 69% of the current contract spend.
- **Housing** – the non-domestic buildings e.g. community centres and offices. This is approx. 1% of the current spend. (Domestic supplies are excluded; the household water market is still regulated and a household's supplier is geographically determined.)
- **Schools** – all schools that opt-in. Approximately 26% Haringey's schools are on the Council's current water contract. This is approx. 30% of the current contract spend.

Leisure centre insourcing

6.11. The Council is insourcing two leisure centres that have swimming pools from 1 October 2024. These are currently outsourced to a leisure services provider which has been responsible for paying the water bills. From 1 October 2024, the Council will be responsible for paying these.

6.12. The pools use a significant volume of water, so this will therefore increase the Council's annual spend on non-domestic water.

Contract value

6.13. The Council's projected costs under the new contract are outlined in the table below. The projected annual costs have been calculated to reflect:

- The long-term price increase that have been forecasted (see paras 6.4 and 6.7) which it is acknowledged have not yet been confirmed by Ofwat and may vary.
- The insourcing of the two leisure centres with swimming pools.
- A possible increase in the number of schools joining the contract from 26 to around 40 (a projection for valuation of contract only and not confirmed at this stage).
- Services and schools utilising the ancillary services within the contract.
- Inflationary increases.

The total forecast contract cost is therefore capped at £5m.

Table 1 – Current and forecast non-domestic water spend by service area based on assumptions listed above (£)

	2023/24 spend	Water & Waste water spend (£) Year 1	Water & Waste water spend (£) Year 2	Water & Waste water spend (£) Year 3	Water & Waste water spend (£) Year 4	Water & Waste water spend (£) Year 5 (optional)	Water & Waste water spend (£) Subtotal	Ancillary services etc provision	Forecast contract value
Corporate	£0.406m	£0.462m	£0.506m	£0.555m	£0.609m	£0.667m	£2.799m		
Leisure Centres (joining from 1 Oct 2024)		£0.126m	£0.138m	£0.152m	£0.166m	£0.183m	£0.766m		
Housing	£0.004m	£0.004m	£0.005m	£0.005m	£0.006m	£0.006m	£0.026m		
Schools	£0.158m	£0.180m	£0.248m	£0.272m	£0.298m	£0.327m	£1.324m		
Total	£0.568m	£0.772m	£0.897m	£0.984m	£1.079m	£1.183m	£4.915m	£0.075m	£5.000m

Route to market

6.14. YPO is a public sector buying organisation wholly owned by 13 local authorities, which sets up framework agreements that public sector bodies can access to

purchase services and goods. YPO’s framework agreements have been procured in accordance with the Public Contracts Regulations 2015. The Council may therefore access the framework agreement without needing to run its own, resource intensive compliant tender process.

- 6.15. YPO’s Water, Wastewater and Ancillary Services framework 1181 runs from 1 September 2023 to 31 August 2027 but call-off contracts do not have to be co-terminus with the framework – the contract expiry date can be later than the framework expiry.
- 6.16. The ancillary services offered within the framework include water management services that help to identify and reduce water waste including Automated Meter Reading, high consumption alerts, leak detection and repair, water audit site surveys and water footprint assessments. These can be accessed as part of the contract and help the Council reduce its water footprint and save money.
- 6.17. Purchasing our current non-domestic water through a YPO framework has delivered an effective contract with Wave and the Council has benefited from Wave’s proactive account, billing and water management.
- 6.18. The Council is an associate member of YPO, which means working together with YPO and other associate members to help achieve efficiency savings by working on common areas. The Council has a good working relationship with YPO and has provided YPO with a lot of information over the years to help develop their frameworks.
- 6.19. YPO have delivered value for money on other contracts with the Council and the rebate fee they apply is in line with other framework providers.

Supplier selection

- 6.20. Wave is the sole supplier on the YPO framework 1181 for Water, Wastewater and Ancillary Services.
- 6.21. The framework was awarded on the following criteria:

Quality/ Price	Criterion	Weighting
Quality	Management Approach	10%
Quality	Managing Invoices and Payments	20%
Quality	Data Management	10%
Quality	Emergency Planning	5%
Quality	Service Development and Innovation	5%
Quality	Ancillary Services	10%
Quality	Sustainability and Social Value	20%
Price	Price	20%

- 6.22. The total value of the framework procurement was £1bn, weighted 80:20 quality:price. Wave winning to become the sole supplier demonstrates they are a

supplier that can deliver a good quality of service, even within the narrow retail margin permitted.

- 6.23. Wave have been the Council's supplier since the first non-domestic water contract was put in place in 2019 following the deregulation of the non-domestic water market. They have proved to be a good quality supplier, providing excellent customer service and issuing accurate billing on time. Wave ensures the Council has a responsive team that manage day-to-day queries and a dedicated account manager who is in regular contact and hosts quarterly meetings where KPIs and any issues are addressed.
- 6.24. Changing suppliers on a contract of this scale is resource intensive, requiring significant officer time for many months or years. The changes required include but are not limited to adapting systems to different billing formats, correctly setting up billing for direct-to-site billing sites, setting up new payment mechanisms, resolving accruals of debt to enable transfers to complete, resolving incorrect transfers, communication with sites on the changes, communication with schools on the changes and enabling the changes needed for them, resolving transfer reading errors and anomalies and resolving new supplier data issues with our third party utilities bureau provider.
- 6.25. The change from the previous supplier to Wave took years to complete in full and this is not an experience unique to Haringey. The lengthy processes required to change supplier would divert resources away from contract management and the active water consumption management which will be vital to reduce water consumption to offset the forecast rise in wholesale prices. It is therefore considered that this would not be an efficient use of Council resources.
- 6.26. Wave have excellent account management and quality of service which means the Council does not waste resources managing poor contract performance. Accurate billing, effective account management and prompt query resolution result in financial as well as time savings so it is considered that awarding the contract to Wave will be most cost effective and appropriate.
- 6.27. Wave is the supplier for many other London's boroughs and also other London public sector organisations. Many London boroughs contracted with Wave at the same time as Haringey and have found them to be a good quality supplier. These contracts with other London local authorities have been awarded under a variety of frameworks such as YPO, NEPO and LASER. The procurements have been conducted as both single council procurements and also as a consortium of multiple councils procurement.
- 6.28. Wave is on several frameworks and the pricing and service level they offer is the same on all of them. The difference in price between suppliers is marginal and the cost in terms of ongoing resource to manage a change of supplier would not be commensurate with any savings that could be made.
- 6.29. As price difference is marginal, how well a supplier performs qualitatively is an important factor. Wave have demonstrated that they are an effective supplier, helping the Council minimise inefficiencies by issuing timely billing, responding

promptly to queries and proactively helping the Council manage its water consumption.

- 6.30. Wave's water management includes high consumption alerts, alerting the Council about unexpectedly high consumption. The alert must be manually closed down, encouraging active investigation and resolution. This has helped the Council identify sites where water was flowing constantly due to leaking taps which have then been fixed. The savings achieved through any water efficiency measures do not need to be shared with Wave, which is not the case for all suppliers.
- 6.31. Wave also offer a leak detection service that the Council has utilised, identifying and fixing leaking taps and toilets. Wave also offers automatic metering which can help identify potential water waste or areas for water efficiency.
- 6.32. On a contract where such a large proportion of the price is pre-determined by the wholesaler and cannot be changed by the retailer, quality of service, account management and customer service are paramount. The Council continues to interact with other non-domestic suppliers through changes in portfolio as when a property is acquired, the Council will inherit the incumbent supplier from the previous occupier or owner. The experience with Wave is consistently positive in comparison to interactions with other suppliers.
- 6.33. It has taken two contract periods to fully onboard the portfolio to Wave. Wave's effective account management and prompt query resolution will now enable the Council to focus more on water consumption reduction which will be essential to offset the forecast rise in wholesale prices.

Social value

- 6.34. The Council's Procurement Strategy confirms that the Council is committed to using the Public Services (Social Value) Act 2012 in procurement and commissioning functions to deliver broader social value to our residents, the local economy and our environment. All Council-tendered contracts will include 10%-25% of the scoring methodology dedicated to social value.
- 6.35. Sustainability and social value was 20% of the scoring methodology used by YPO in awarding their frameworks, which is in line with the Council's own Procurement Strategy. Wave demonstrate social value, providing customers up to four days a year of social value activities. These include volunteer days such as canal cleaning, tree planting and litter picks. Every Wave employee can also take a day a year to volunteer. Wave can also attend events the Council organises related to water.

Contract management

- 6.36. The non-domestic water contract is procured and managed by the Council's Energy Team, within Carbon Management. The team manages the billing for the 135 water supplies as well as over 1,700 electricity and gas supply points across the portfolio. This includes addressing billing errors, metering issues and financial queries with suppliers. The team engage the services of, and contract manage a

third-party energy bureau and bill validation provider. The team are also responsible for managing the periodic procurement of the water contract.

6.37. The team is increasingly working on opportunities to reduce the Council's water consumption to reduce water spend. This includes, but is not limited to:

- Working with sites with unexpected high consumption to identify and resolve leaks and other issues.
- Analysing data to identify unexpected water consumption that can be reduced or eliminated, for example, water use in a void property.
- Analysis of water consumption data to identify areas of water waste.
- Address billing issues with suppliers on behalf of services and schools.
- Work with schools should debt arise on accounts to ensure that they are not disconnected.

6.38. To support the resourcing of the Energy Team in the management and the procurement of the contract, it is proposed to apply a rebate to the supplier invoices. This service fee is not expected to exceed 2.5% of the contract value and will be applied within the bills that services and schools pay. This process is common across local authorities and is the way that the Council funds the management of the energy contracts.

7. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes'?

7.1. Maintaining a safe, clean water supply and wastewater service to the Council's operational buildings is essential to the running of all Council services. In this way, this contract supports all the outcomes within the Corporate Delivery Plan.

7.2. **'A Greener and Climate Resilient Haringey'** – The supply of water and wastewater services has a carbon footprint in the energy required to provide fresh water and remove and clean wastewater. The proactive water management offered within the new contract will help to minimise water and therefore also energy waste, making Haringey a greener place.

7.3. **'Growing the Circular Economy and Making Better Use of Resources'** – Water is a vital resource and the water management services within the new contract will enable the Council to make minimise the waste of, and make best use of, this precious resource.

8. Carbon and Climate Change

8.1. The supply of fresh water and the removal of wastewater and its subsequent treatment to clean and return it to watercourses, requires energy. The best way to reduce the energy intensity of the Council's water consumption is to reduce water consumption.

8.2. The proposed contract offers many proactive water management services including, but not limited to, high consumption alerts, leak detection, automatic metering and water audits.

- 8.3. Wave takes an active approach where high consumption is identified, working with customers to identify and resolve the issue, reducing water and therefore energy waste.
 - 8.4. The risks of climate change include hotter, drier summers. The active water management offered within the new contract will help the Council reduce water waste, which will help reduce the Council's impact on the water network at times of stress, for example, when reservoir levels drop.
- 9. Statutory Officers comments (Director of Finance (procurement), Assistant Director of Legal and Governance, Equalities)**

Finance

- 9.1. This report for Cabinet to approve the recommendations as set out in paragraph 3 of this report.
- 9.2. The estimated value of the non-domestic water, wastewater and ancillary services contracts across the 4-year period 1 October 2024 – 30 September 2028 plus option to extend one year to 30 September 2029 is £5m (Table 1, Para 6.10).
- 9.3. The contract will provide water and wastewater supply and service to a wide range of users. This includes the Council's buildings and services, including corporate buildings; non-domestic buildings within the housing portfolio such as community centres and offices; and schools that choose to opt-in.
- 9.4. Water costs are heavily regulated by Ofwat and around 90% of the costs are pass-through charges from the wholesaler that cannot be changed. The retail margin is small at around 5%-12% of the costs. Thames Water (as our wholesaler) have asked Ofwat to increase prices by 44%, not including inflation. This is in response to aging infrastructure and will be passed on to the Council regardless of supplier. This will be confirmed in December 2024.
- 9.5. As the majority of the cost of water is fixed across all suppliers, the quality of a supplier is noted as significant in reducing spend, through reducing water consumption. Wave provide active water management through their high consumption alerts, leak detection and other ancillary services including water audits and accessing these can help the Council reduce spend on water.
- 9.6. Budgetary provision for non-domestic water costs within the General Fund is managed corporately and is a key part of the Council's established budget monitoring and financial planning processes which ensures that the Council can respond in a timely manner to forecast changes and set robust and realistic budgets. Any increase in prices will be minimised through the reduction in water usage but any future budget pressure will need to be managed through the Council's annual budget setting process.
- 9.7. It is noted that under the proposed new contract, the Council's Energy team will recover some of their costs for contract management and procurement via a rebate applied to the billing. This service fee is not expected to exceed 2.5% of

the contract value and is applied within the bills that services and schools pay. This model has worked well for the Council in managing its energy contracts to this point so it is anticipated this will work in the same way for water. The team is responsible for effective management of the water contract and working on opportunities to reduce the Council's water consumption to reduce water spend.

- 9.8. The anticipated increase in the cost of the water contract will be factored into the MTFS.

Procurement

- 9.9. Strategic Procurement have been consulted and supported the Energy Team throughout the procurement process and can confirm the Council is able to access and call off a contract from YPO Framework 1181 pursuant to CSO 7.01 (b).
- 9.10. Wave is the sole supplier on the YPO Framework and the framework allows for direct award. Therefore it is permitted to directly award a contract to Wave.
- 9.11. In assessing value for money, the transition costs and timescales need to be considered when transferring services providers, as the Council will incur significant 'hidden costs' in supporting and managing the transition. Water providers operate under regulated prices; therefore, the market is in effect only a 5-12% margin for retailers to operate within. The effect of this means there is very little economic value in transitioning between suppliers. Service provision becomes much more of a measurable VFM factor when assessing suppliers.
- 9.12. Pursuant to CSO 9.07.1 d) all contracts of £500,000 or more may only be awarded by Cabinet.
- 9.13. Strategic Procurement supports the Recommendations stated in paragraph 3 above, and confirms there are no procurement related matters preventing Cabinet from approving the Recommendations stated in paragraph 3 above.

The Assistant Director of Legal & Governance (Monitoring Officer)

- 9.14. The Assistant Director Legal and Governance (Monitoring Officer) has been consulted in the drafting of this report.
- 9.15. Approval is being sought for the Council to enter into an Access Agreement with Yorkshire Purchasing Organisation (YPO) to participate in Water, Wastewater and Ancillary Services Framework Agreement 1181 and for the Council to call off a contract from the abovementioned Framework Agreements with Anglian Water Business (National) Ltd, trading as "Wave".
- 9.16. The use of a Framework Agreement is compliant with Regulation 33 of the Public Contracts Regulations 2015 (the Regulations). Strategic Procurement has confirmed that the Council is a Contracting Authority which is eligible to the Framework Agreement referred to in this report and that the procurement has been carried out in accordance with the Regulations.

- 9.17. Contract Standing Order 7.01 (b) also allows for the selection of a contractor from a Framework Agreement.
- 9.18. In accordance with CSO 9.07.1 (d), all contracts valued at £500,000 (five hundred thousand pounds) or more at the time of award may only be awarded, assigned, or novated by the Cabinet.
- 9.19. The Assistant Director of Legal and Governance (Monitoring Officer) sees no legal reason why the recommendations set out in this report should not be adopted by Cabinet.

Equality

- 9.20. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
 - Advance equality of opportunity between people who share those protected characteristics and people who do not.
 - Foster good relations between people who share those characteristics and people who do not.
- 9.21. The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 9.22. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 9.23. This report recommends accessing YPO's Water, Wastewater and Ancillary Services Framework Agreement 1181 and awarding the Council's non-domestic water, wastewater and ancillary services contract to Anglian Water Business (National) Ltd, trading as "Wave" from the 4-year period 1 October 2024 – 30 September 2028 plus option to extend one year to 30 September 2029. This will deliver value for money and enable continuity of water and wastewater supply and service to the Council's corporate, non-domestic buildings (including children's centres and libraries); non-domestic buildings in the housing portfolio (including community centres); and enable schools to join the contract.
- 9.24. The award of the contract is not considered to have a direct, disproportionate impact on groups with protected characteristics in the borough. The contract will enable the council to ensure water and wastewater supply and service to services more likely to be used by individuals and groups with protected characteristics including day centres, youth services and schools.
- 9.25. As an organisation carrying out a public function on behalf of a public body, Anglian Water Business (National) Ltd will be obliged to have due regard for the need to achieve the three aims of the Public Sector Equality Duty as stated above.

10. Use of Appendices

None

11. Background papers

N/A