

<b>Item No.</b> 18.	<b>Classification:</b> Open	<b>Date:</b> 15 September 2015	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Gateway 2 – Contract Award Approval: Heating and Water Contracts	
<b>Ward(s) or groups affected:</b>		All Wards	
<b>Cabinet Member:</b>		Councillor Richard Livingstone, Housing	

## **FOREWORD – COUNCILLOR RICHARD LIVINGSTONE, CABINET MEMBER FOR HOUSING**

This report recommends the awarding of contracts for the maintenance of heating and water on our council estates for a five year period from 1 April 2016. There are two contracts to be awarded, one for the north of the borough and one for the south.

Given the price-competitiveness of the market for these contracts, the basis of determining who should be awarded the contracts has been based more heavily on the quality of the service that will be offered than is the standard for the council, and this emphasis on quality is also a shift from previous contracts for this work. Given the experiences of residents on some of our estates through poorly performing heating systems, this heightened focus on quality is vital in providing the responsive service that tenants and homeowners on our estates deserve. The two contractors selected had the highest scores on quality of all the tenders assessed.

Of the two contractors, OCO are currently providing the service across all our estate systems since the departure of T Brown. They are performing strongly, with a 91.8% satisfaction rate when last assessed. The second contractor, Smith and Byford, do not currently have a contract but have worked on our systems in the past and have a good reputation for the quality of their work.

## **RECOMMENDATIONS**

That cabinet:

1. Approves the award of Contract A (north of the borough) Heating and Water Contract to OCO Ltd for the estimated sum of £7.2m per annum for a period of 5 years from 1 April 2016 with the option to extend up to 5 years (3+2 years) making a total estimated contract value of £72m.
2. Approves the award of Contract B (south of the borough) Heating and Water Contract to Smith and Byford Ltd for the estimated sum of £6.6m per annum for a period of 5 years from 1 April 2016 with the option to extend up to 5 years (3+2 years), making a total estimated contract value of £66m.
3. Approves OCO Ltd and Smith and Byford Ltd to act as back up contractor to each other on their own tendered rates when required.

## BACKGROUND INFORMATION

4. The current ten contracts for the whole of the borough were due to expire on 30 September 2013. A Gateway 3 report was approved on 11 September 2013 utilising the extension facility of twenty four months to extend the contracts to 30 September 2015. A combined Gateway 1&2 report was approved in June 2014 to extend the existing ten contracts for six months to enable these two new heating and water contracts to be mobilised over the winter and commence on 1 April 2016 at the end of the heating season. The current ten contracts are due to expire on 31 March 2016.
5. The planned procurement strategy was the subject of a Gateway 1 report approved by cabinet on 22 July 2014. The approved EU restrictive procedure procurement strategy was followed.
6. The scope of these new contracts (Contracts A and B) will encompass the following work streams:
  - Gas landlord's safety inspections;
  - Responsive repairs, installations and maintenance for gas and heating installations to individual and district heated properties;
  - Potable water testing, treatment and installations;
  - Responsive repairs and maintenance for laundry and sewage plant;
  - Testing and maintenance of dry/ wet riser installations;
  - Maintenance of building energy management systems; and
  - Emergency response that covers a 24/7, 52 weeks a year period.
7. The separation of Contracts A and B across a geographical split of the borough (north and south) combining all the above services facilitates better logistical service coverage given the importance of these services to residents. The appointment of a single contractor for these services was not considered appropriate. As such, tenderers were made aware that no single contractor would be awarded both Contracts and that two separate contractors would be appointed who would also act as backup to each other.
8. Both contracts contain a General Maintenance Index (GMI) adjustment that is due each April after the first year.

### Procurement project plan (Key Decision)

9. See table below

Activity	Completed by/ Complete by:
Forward Plan for Gateway 2 decision	April 2015
Approval of Gateway 1: Procurement Strategy Report	19 June 2014
Issue Notice of Intention	5 Aug 2014
Invitation to tender	26 Jan 2015
Closing date for return of tenders	14 April 2015

<b>Activity</b>	<b>Completed by/ Complete by:</b>
Completion of evaluation of tenders	11 June 2015
Issue Notice of Proposal	19 June 2015
DCRB Review Gateway 2:	10 Aug 2015
CCRB Review Gateway 2:	13 Aug 2015
CMT Review Gateway 2:	17 Aug 2015
Notification of forthcoming decision – despatch of cabinet agenda papers	3 Sept 2015
Approval of Gateway 2: Contract Award Report	15 Sept 2015
End of Scrutiny Call-in period and notification of implementation of Gateway 2 decision	22 Sept 2015
Debrief Notice and Standstill Period	5 Oct 2015
Contract award	7 Oct 2015
Add to Contract Register	9 Oct 2015
Publication of award notice in Official Journal of European (OJEU)	14 Oct 2015
Publication of award notice on Contracts Finder	14 Oct 2015
TUPE Consultation period (if applicable)	18 Mar 2016
Contract start	1 April 2016
Contract completion date	31 March 2021
Contract completion date – if extensions exercised	31 March 2026

## **KEY ISSUES FOR CONSIDERATION**

### **Description of procurement outcomes**

10. These services will maintain housing's existing assets and deliver repair and maintenance to heating and water installations. These two contracts will also provide a gas and water safety inspection regime in order that the council fulfils its duties and obligations as a landlord.
11. The services will also provide inspection and maintenance to housing's energy management systems and dry and wet risers.
12. In addition, these two contracts will provide CFM with backup arrangements for non-housing stock should the need arise and be part of their contract risk mitigation strategy.
13. Each contract will contain a break clause to terminate the contract with no consideration of any loss or expense at any time

## Policy implications

14. The repair, maintenance and inspection of heating and water installations is required in order that the council fulfils its duties and obligations as a landlord and employer.
15. The services provided through these two contracts will enable the council to fulfil its promise to make every home warm, dry and safe.
16. The services provided by these two contracts underpin the objectives set out in the Southwark Housing Strategy 2009 to 2016 to improve energy efficiency in every home.

## Tender process

17. Following the placement of the OJEU advertisement on 3 October 2014, 23 expressions of interest were received. Pre-Qualification Questionnaires (PQQ) were immediately dispatched to each of the applicants.
18. The PQQ contained the following sections to be completed:
  - a. Section A – General Information (Info Only)
  - b. Section B – Financial (Pass or Fail)
  - c. Section C – Equal Opportunities (Pass or Fail)
  - d. Section D – Health and Safety (Pass or Fail)
  - e. Section E – References (Info Only) – it was required that references should relate to the case studies provided in Section H
  - f. Section F – Environmental (Pass or Fail)
  - g. Section G – Quality (Pass or Fail)
  - h. Section H – Technical contained ten questions, one of which was Pass/Fail, seven were scored, and the other two being information only.
19. The PQQ submissions were evaluated by the following members of the project team:

Section Evaluated	By whom (post)
Company Information	Commercial Manager
Financial Information	Management Accountant
Equal Opportunities	Programme Manager
Health & Safety	Phoenix Compliancy Management Ltd
References	Programme Manager
Environmental Considerations	Phoenix Compliancy Management Ltd
Quality Assurance	Phoenix Compliancy Management Ltd
Technical Information	Compliance Gas and Water Manager, Programme Manager, Assistant Quantity Surveyor and Phoenix Compliancy Management Ltd

20. A total of 14 companies returned completed PQQ submissions by the required deadline of 10 November 2014.
21. The PQQ set out that the top 8 highest ranked applicants for the Contracts would be invited to tender but reserved the right to invite the ninth ranked applicant to

tender should it obtain a score within 2% (7.4 points) of the eighth ranked applicant's score.

22. The ninth ranked applicant did not achieve this score and therefore only the top 8 highest ranked applicants were invited to tender, namely:
  1. Smith and Byford Ltd – 259
  2. OCO Ltd – 252
  3. Applicant 3 – 251
  4. Applicant 4 – 247
  5. Applicant 5 – 244
  6. Applicant 6 – 243
  7. Applicant 7 – 234
  8. Applicant 8 – 186.
23. The tender documents were dispatched on 11 February 2015 with a closing date for responses of 24 March 2015.
24. An information day was held on 26 February 2015 and a three week extension was granted to the initial tendering period to allow for more extensive site visits to district heating boiler and plant rooms, giving a revised closing date for responses of 14 April 2015.
25. Six tenders were returned to 160 Tooley Street on or by 1.00pm on 14 April 2015 and were opened on 15 April 2015 and were checked for compliance.

### **Tender evaluation**

26. The Tender Evaluation Panel (TEP) consisted of the following individuals, with areas of evaluation being conducted separately from each other.

<b>Area Evaluated</b>	<b>By Who (Post)</b>
Price (40%)	Commercial Manager
Quality (60%)	Compliance Gas and Water Manager, Programme Manager, Assistant Quantity Surveyor

27. Tenders were evaluated on the basis of M.E.A.T. (most economically advantageous tender) using a weighted model of 40:60 price and quality.
28. All returned tenders were checked for arithmetic accuracy and consistency with the ITT submissions.
29. A Price Schedule Model was used that contained various annexes covering the different work streams and hourly rates. This tendering approach was intended to preclude tactical tendering of any work streams and reduce the risk of uncontrolled expenditure.
30. Each annexe contained a pre-priced schedule of rates and indicative quantities for each schedule based on historical data and the tenderers were required to put a +/-% against each annexe, including their hourly rate and the cost of a performance bond.

31. Price evaluation was marked out of 40 points. The lowest overall tender price would be awarded 40 points. The following formula was used to evaluate the scores:  $(A/B) \times C$ . Here:

A = Lowest Lump Sum Price  
 B = Next Lowest Lump Sum Price  
 C = Overall Weighting for Price.

32. The quality assessment was based on the information received from tenderers in response to method statements covering mobilisation, systems & processes, service delivery, strategic objectives, customer focus, and London living wage.

33. Each member of the TEP independently assessed each method statement response. The TEP then checked the scoring for consistency and agreed a consensus score. Final scores were calculated to ascertain the tenderer's overall score.

34. The table below sets out the combined price and quality scores:

<b>Tender Evaluation Score</b>					
<b>Tenderer</b>	<b>Quality Score</b>	<b>Price Score</b>	<b>Total Score</b>	<b>Position</b>	<b>Contract Award</b>
	<b>60 Points</b>	<b>40 Points</b>	<b>100 Points</b>		
OCO Ltd	*	*	*	1	Contract A (North)
Smith and Byford Ltd	*	*	*	2	Contract B (South)
Tenderer 3	*	*	*	3	None
Tenderer 4	*	*	*	4	None
Tenderer 5	*	*	*	5	None
Tenderer 6	*	*	*	6	None

\* See closed report

35. The award of contracts is based on M.E.A.T. The evaluation methodology set out that the 2 top scoring tenders would be awarded a contract. The evaluation methodology set out how each contract would be awarded; it is therefore recommended that Contract A be awarded to OCO Ltd and Contract B be awarded to Smith and Byford Ltd.

**Plans for the transition from the old to the new contracts**

36. The council's gas contracts manager and commercial manager have developed an overall plan to manage and monitor this critical phase and ensure the transition from the current service delivery to the two new contracts is successful.

37. As soon as the two contracts are awarded:

- Weekly mobilisation meetings will be held with OCO Ltd and Smith and Byford Ltd at 160 Tooley Street and site visits will be organised with both contractors to familiarise them with site specific issues.
- The processes to manage TUPE will be commenced and monitored by the council's gas contract manager.
- Existing processes will be updated and communicated prior to the contracts' start date.
- The council's gas contracts manager and commercial manager will be responsible for arranging meetings with key departments (contact centre, the major works team, housing & sheltered housing teams and the council's IT) to ensure there is a seamless transition.

### Plans for monitoring and management of the contracts

38. The service has a team of dedicated gas and water inspectors who will carry out daily joint inspection to ensure quality and compliance with the contracts and specifications. In addition, a new quality auditing of mechanical services contract will provide independent verification of OCO Ltd and Smith and Byford Ltd and council teams to ensure quality and compliance.

39. The table below shows the Key Performance Indicators (KPIs) for the contracts.

NO	KPIs	Minimum Target Percentage %	Council's Aspirational Target Objective %
1.	Resident satisfaction	90%	95%
2.	Right first time	90%	95%
3.	Follow on appointment booked with the Resident at the time of failing to complete first time.	98%	100%
4.	Percentage of Orders for which an appointment can be made and is kept by a contractor.	98%	100%
5.	Percentage of failed 'right first time' Orders for which a further appointment is made at the time of the initial visit.	98%	100%
	The above 5 KPIs will be measured using survey data gathered by the contact center. Satisfaction is defined as "Very satisfied" or "Satisfied".		
6.	Percentage of Emergency (Priority Code 0 and 1) Orders commenced and completed within the stipulated time periods.	98%	100%
7.	Percentage of Priority Code 2, 3, 4 and 5 Orders completed within the stipulated time periods.	95%	98%
8.	Percentage of properties, which hold a valid Landlords Gas Safety Record (LGSR) within date.	100%	100%
9.	Adherence to programme for cold water storage testing and sampling.	100%	100%
10.	Percentage of dry and wet risers systems which hold a valid compliance test certificate.	100%	100%

NO	KPIs	Minimum Target Percentage %	Council's Aspirational Target Objective %
11.	Adherence to programme for district heating planned preventative maintenance.  To be measured by building energy management systems and contractor's information returns.	90%	100%
12.	Annual work experience for Residents Not in Education, Employment of Training (NEET's)	90%	100%
13.	Recruitment and continued appointment of the required number of apprentices.	100%	100%
14.	Annual school work experience placements completed.	95%	100%
15.	Providing asset registers within stipulated timescales as per the Contract Documents.	95%	100%

40. The council's commercial team will review all applications for payment, monitor and administer defaults, and carry out recovery of costs for poor performance.
41. Monthly progress meetings will be arranged between OCO Ltd and Smith and Byford Ltd and council officers and recorded to review performance and compliance. In addition, the core group, chaired by the cabinet member for housing and attended by residents and officers, will continue to meet bi-monthly to challenge and scrutinise performance.
42. Where CFM engage the services of these contracts as a back up then CFM will carry out inspections and attend the appropriate meetings.

#### Identified risks for the new contracts

43. The table below identifies the specific risks associated with these contracts, the likelihood of occurrence and the controls in place to mitigate the risks;

R/N	Risk	Likelihood	Risk Control
R1	Following contract award OCO Ltd and/or Smith and Byford Ltd go into liquidation, administration or cease trading.	Low	<p>Further checks have been undertaken as provided in paragraph 68 below which shows that both contractors are of a 'Very low risk'.</p> <p>The two separate contracts provide for the contractors to act as back up for each other.</p> <p>A retention to be held on all payments due for a 12 month defects period.</p> <p>A performance bond will be obtained from the contractors.</p> <p>No parent company guarantees will be obtained as both contractors do not have a parent company.</p>



<b>R/N</b>	<b>Risk</b>	<b>Likelihood</b>	<b>Risk Control</b>
<b>R2</b>	Ineffective mobilisation	Low	Mobilisation / demobilisation meetings and weekly site visits, in conjunction with the current service provider. A six month mobilisation period has been programmed for.
<b>R3</b>	Contract Termination	Low	Both contractors will act as backup to each other and subject to the back up contractors' resources, the council will use the Approved list of contractors whilst re-procuring the contract(s)

### **Other considerations**

### **Design Specification Compliance**

44. All repair and maintenance works orders will be carried out in accordance with the technical specifications contained in each of the contract documents.

### **Leasehold Implications**

45. The work to be undertaken within these contracts is service chargeable within the terms of the lease and the elements appertaining to fault finding, district heating boiler and plant, excavation and plant hire, underground mains, pipework, communal water tanks, insulation, electrical works, responsive repairs, maintenance services, dry and wet risers, and planned preventative maintenance will result in charges over an annual period that are above the limit for statutory consultation which means these will be charged to leaseholders.
46. Costs will be service charged through the annual charge. Any changes, to the way in which work is ordered and paid for should be discussed with the service charge accountant to ensure that all costs can be attributed on a block by block basis.

### **Community impact statement**

47. OCO Ltd and Smith and Byford Ltd provide employment and apprenticeship opportunities to the local community as detailed in paragraph 52.
48. Workplace experience will also be offered to residents that are not in education, employment or training to assist the council in meeting its Social Value objective. Local schools will also be allocated work experience places at each of the contractors' offices. This will be organised by the council's engineering and compliance team.

### **Sustainability considerations**

49. The Public Services (Social Value) Act 2012 requires the council to consider a number of issues including how what is proposed to be procured may improve the economic, social and environmental well-being of the local area. These issues are considered in the following paragraphs which set out economic, social and environmental considerations.

### **Economic considerations**

50. The full cost to the council and the life span of the contracts are set out in paragraphs 1 and 2 of this report.
51. Both OCO Ltd and Smith and Byford Ltd have agreed to recruit two apprentices for each year of the initial 5 year term of the contracts. This brings the total number of apprenticeships for the initial term to 20 (10 per contractor). The apprenticeships will be arranged jointly with the Southwark apprenticeship scheme and monitored by the gas contracts manager. These apprenticeships will lead to an NVQ 3 and Gas Safe qualifications.
52. The contracts contain a mechanism for the council to benefit from rebates provided by manufacturers that will be used throughout the life of this contract. Rebates will be calculated by the commercial team and deducted from the contractors valuations each month. The monies will form a corporate social responsibility pot which will be spent on other improvements to residents heating and water installations after consultation with resident and home owner groups.

### **Social considerations**

53. The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, our contractors and sub-contractors pay staff at a minimum rate equivalent to the LLW rate. The Gateway 1 report approved on 22 July 2014 confirms, for the reasons stated in that report, payment of LLW was an appropriate and best value requirement for these contracts offering enhanced quality of work from a motivated workforce and a lower staff turnover. OCO Ltd and Smith and Byford Ltd confirmed that they exceed the LLW requirements. Following award, quality improvements and costs implications linked to the payment of LLW will be monitored as part of each of the contract review processes.
54. OCO Ltd and Smith and Byford Ltd have demonstrated that they operate an equal opportunity policy and that they are fully aware of and compliant with the council's own equal opportunity policy in particular.

### **Environmental considerations**

55. New boilers and plant will meet and exceed the minimum energy efficiency requirements to reduce the level of CO2 emissions.
56. Building energy management systems (BEMS) will be maintained to ensure that plant and equipment is working to its optimum performance reducing fuel usage.
57. All components and equipment, being replaced, will be disposed of in accordance with the latest Waste Electrical and Electronic Equipment Regulations (WEEE).
58. All recyclable packaging will be set aside and disposed of via a recycling centre.
59. No hazardous materials will be used.

60. OCO Ltd and Smith and Byford Ltd will be issued with the council's current asbestos register to avoid any risk of exposure to the contractor or the residents.

**Staffing implications**

61. There will be no impact on council staff caused as a consequence of implementing these contracts. Officers are already fulfilling the works ordering and monitoring roles of the current contracts and these functions will continue under the two new contracts.
62. These contracts will be managed by the council's gas contracts manager and commercial manager from the council's engineering and compliance team.

**Financial implications (FIN0861 - JP)**

63. The total estimated value of the Heating and Water contracts over five years starting 1 April 2016 is £69m based on an indicative basket of goods. This equates to an annual contract value of £13.8m covering both revenue repairs and maintenance and capital works. As the new contracts commence in April 2016, these will be subject to budget decisions to be agreed by cabinet as part of budget setting for 2016/17 and subsequent years. However, in anticipation efficiency savings have been assumed totalling £1m each for both revenue and capital budgets from April 2016, but the indicative budgets remain sufficient to meet the expected cost of the contracts going forward, including annual inflation indexing which will need to be contained within the base provision (table below refers).

BUDGET	2015/16 Budget	Anticipated 2016/17 budget (and future years)
HRA Repairs and Maintenance	£9.8m	£8.8m
Housing Investment Programme	£6.0m	£5.0m
<b>TOTAL</b>	<b>£15.8m</b>	<b>£13.8m</b>

**Investment implications**

64. None.

**Second stage appraisal (for construction contracts over £250,000 only)**

65. Second stage appraisals were obtained on 3 June 2015. The results were:
- OCO Ltd rated Very Low Risk
  - Smith and Byford Ltd rated Very Low Risk

**Legal implications**

66. Please see the comments from the director of legal services.

## **Consultation**

67. Representatives from tenants and homeowners will be invited to form part of Core Group.
68. Consultation with residents will be held at the monthly TRA meetings.
69. Tenant management organisations will also be consulted through out the mobilisation period.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Head of Procurement**

70. This report is seeking approval for the award of two separate heating and water contracts. One contract shall cover north of the borough and the other, south of the borough. It is intended that if required, the contractors will act as back up to each other using their own tendered rates.
71. The report confirms that the procurement strategy set out in the previously approved Gateway 1 report has been followed with a full restricted EU competitive process being undertaken.
72. This is an important procurement as it has moved the arrangements from ten individual contracts to two streamlined contracts securing better value for money and providing a consistent approach to the management of the repair and maintenance of housing's heating and water installations.
73. The report describes the evaluation process that was carried out and confirms that tenders were evaluated using a weighted model to determine the most economically advantageous tender (MEAT). The report also confirms that the two top scoring tenders will each be awarded a contract and how the decision to allocate areas was undertaken.
74. The report sets out plans for the transition of the service and describes how the contract will be managed and monitored throughout the life of the contract.

### **Director of Legal Services**

75. The director of legal services notes the contents of the report which seeks the approval of the cabinet to the award of two separate Heating and Water contracts – Contract A for the north of the borough to OCO Ltd and Contract B for the south of the borough to Smith and Byford Ltd. It is also noted that the approval of the cabinet is also sought for OCO Ltd & Smith and Byford Ltd to act as back up contractor to each other on their own tendered rates when required.
76. It is confirmed at paragraph 7 that the services for each contract must be provided by different contractors. It is also confirmed at paragraph 13 that should the need arise; there is provision in each contract to terminate the contracts.
77. The nature and value of these services are such that they are subject to the tendering requirements of the Public Contract Regulations 2015 (PCR15). This

report confirms that, as required by law, tenders were sought from contractors following an EU procurement exercise and that the most economically advantageous tender is recommended for acceptance. A contract award notice will need to be posted in the OJEU within 30 days of the award of these contracts.

78. As part of the contract award process, there will need to be a standstill period of a minimum of 10 calendar days between notification of the successful contractors that they have won the contracts and the award of the contracts to those contractors, so as to allow unsuccessful contractors the opportunity to challenge (if they decide to) the award of the contracts.
79. As these contract awards fall within the circumstances noted in contract standing order (CSO) 4.5.2 a) the decision to award is reserved to the cabinet or cabinet committee, after consideration of this report by the corporate contract review board.
80. CSO 2.3 requires that no steps should be taken to award a contract unless the expenditure has been approved. Paragraph 66 confirms the financial implications of these awards.

**Strategic Director of Finance and Corporate Services (FC/15/013)**

81. The strategic director of finance and corporate services notes the recommendations in this report for the award of heating and hot water contracts.
82. The financial implications identify the budgets for these contracts, and emphasise the need for costs to be contained within the budget.

**Head of Specialist Housing Services (For Housing contracts only)**

83. This contract is a qualifying long term agreement under the terms of the Commonhold and Leasehold Reform Act 2002. Section 20 consultation has been carried out under schedule 2 of the regulations, with all leaseholders across the borough. Notice of Intention was served on 28 July 2014 and Notice of Proposal was served on 19 June 2015. All observations have been responded to and there were no issues raised that would suggest that the contract should not go ahead. Costs incurred under this contract would be service charged to leaseholders as part of the annual service charges.

**BACKGROUND DOCUMENTS**

<b>Background documents</b>	<b>Held At</b>	<b>Contact</b>
Gateway 1 'open' report – Heating and Water Contracts	Engineering and Compliance Southwark Council 160 Tooley Street London SE1 2QH	Gavin Duncumb 020 7525 0685
<b>Link:</b> <a href="http://moderngov.southwark.gov.uk/documents/s47662/Report%20Gateway%201%20-%20Procurement%20Strategy%20Approval%20-%20Heating%20and%20Water%20Contracts.pdf">http://moderngov.southwark.gov.uk/documents/s47662/Report%20Gateway%201%20-%20Procurement%20Strategy%20Approval%20-%20Heating%20and%20Water%20Contracts.pdf</a>		

## APPENDICES

No.	Title
None	

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Richard Livingstone, Housing	
<b>Lead Officer</b>	David Lewis, Head of Maintenance and Compliance	
<b>Report Author</b>	Gavin Duncumb, Commercial Manager	
<b>Version</b>	Final	
<b>Dated</b>	3 September 2015	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments sought</b>	<b>Comments included</b>
Head of Procurement	Yes	Yes
Director of Legal Services	Yes	Yes
Strategic Director of Finance and Corporate	Yes	Yes
Head of Specialist Housing Services	Yes	Yes
<b>Contract Review Boards</b>		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>	3 September 2015	