

Item No. 16.	Classification: Open	Date: 7 June 2016	Meeting Name: Cabinet
Report title:		Gateway 1 - Procurement Strategy Approval: Contractor Services for the Delivery of Commercial Way New Homes Delivery	
Ward(s) or groups affected:		Livesey	
Cabinet Member:		Councillor Mark Williams, Regeneration and New Homes	

FOREWORD – COUNCILLOR MARK WILLIAMS, CABINET MEMBER FOR REGENERATION AND NEW HOMES

Southwark Council is tackling the housing crisis head-on with our ambitious programme to build 11,000 new council homes with 1,500 completed by the end of 2018. This report sets out the procurement route for new council and intermediate homes on Commercial Way, all of the new council homes will be let at council rents on council tenancies. In line with all other new council homes we are building across the borough half of all the new homes will be reserved for tenants who live in the neighbouring area who have a housing need. This will allow local residents to directly benefit from the new homes and maintain their local social, childcare and family connections.

In line with all other procurement on new council homes this report sets out that the successful appointee will have to pay at least the London Living Wage, employ local apprentices, and to not take part in blacklisting, or if they have previously blacklisted to have ‘owned up, paid up, and cleaned up’. The designs for this scheme are currently being consulted on with local residents and a planning application will be submitted shortly.

RECOMMENDATIONS

Recommendation for the Cabinet

1. That cabinet approves the procurement strategy to undertake an OJEU tendering process for one of the New Homes Delivery Phase 2 sites (as noted in paragraphs 3) – Commercial Way (two sites bordering Cronin Street). The total estimated construction works contract sum of the project is £16,735,230. It is estimated that the length of the individual build contracts will be for approximately 18 to 24 months.

Recommendation for the Leader of the Council

2. That the leader of the council agrees to delegate the Gateway 2 decision for Commercial Way to the chief executive for the reason outlined in paragraph 28.

BACKGROUND INFORMATION

3. This procurement strategy relates to the procurement of the construction works contract for Commercial Way, which is part of the council’s programme to build 11,000 new homes. The initial target of which is to build 1,500 new homes by 2018.

4. This report forms part of a larger procurement strategy for the next phase of the New Homes Programme.
5. The New Homes Delivery Programme is aimed at creating new homes from existing council assets.
6. The principle of New Homes Delivery was agreed in July 2012, with phase 2 of the New Homes Delivery Programme approved in October 2013.
7. This approval will deliver a total of 112 new homes at an estimated works cost of £16,735,230 and estimated total on costs of £3,362,363. The on costs include:
 - a. Architects Fees
 - b. Employer Agent Fees
8. The architect / employers agent role has been previously tendered using the Hyde and Peabody approved framework and was approved in a Gateway 2 report in November 2015.

Summary of the business case/justification for the procurement

9. The council has committed to the delivery of 11,000 new homes programme by 2043. The initial target is to build 1,500 new homes by 2018. This procurement exercise will build on the progress made to date and enable the progression of a further 112 new homes.
10. This procurement process will secure the works contracts on a design and build fixed price basis. This route is preferred to a traditional building contract route because:
 - a. It is likely to be significantly quicker than a traditional building contract route and allow the council to hit its delivery targets
 - b. It will allow the council to mitigate a number of risks, including cost increase and other unforeseen issues
 - c. It is likely to be more competitive in terms of costs, as the contract will allow the contractor the flexibility of using alternative build solutions, whilst ensure that the specification, planning obligations and core design principles are adhered to

Market considerations

11. This is the largest of the phase 2 sites and likely to be attractive to national contractors, and therefore our tendering process needs to reflect this by ensuring that the appropriate building contractors are targeted.
12. The construction industry appears to be quite buoyant at the moment and tender prices appear to be rising. The fixed lump sum tender process will ensure that the council give more contractors an opportunity to tender and achieve value for money in a competitive market place.

KEY ISSUES FOR CONSIDERATION

Options for procurement route including procurement approach

13. The procurement options available are:

- a. Use of an existing procurement framework
 - b. OJEU tender as individual projects
14. The contractors for phase 1 of the New Homes Delivery Programme was procured through the Improvement and Efficiency South East (iESE) consultancy and contractor framework, which assists local authorities in the south east of England to deliver capital projects collaboratively and with improved efficiencies.
 15. The iESE process is a two stage open-book Design & Build contracting route to deliver mains works packages This framework initially offered a quick route for the Council to develop new homes. However, it is now felt that this approach has been too drawn out on the early projects and a more defined and shorter process should be adopted for future projects. The council New Homes Delivery Programme should be supported by a range of procurement routes to ensure the targets are met within the set deadlines.
 16. The other concern with the iESE is that there is a limited number of contractors on these frameworks and they often exclude medium size and local contractors.
 17. It is felt that these projects would benefit from a procurement route that results in a fixed price contract and that allows a more competitive process with the appropriate risks offset to the contractor, as this may offer better value for money.
 18. Other frameworks available for the council to use include: London Construction Panel (LCP), London Development Panel (LDP), and the Scape Framework. However, it is not believed that these frameworks for this project will address any of the concerns of using the iESE.
 19. Ensuring that LBS get the balance between quality, value for money and efficiency in terms of delivery, in the first instance, is about selecting the right contractor for the right project.
 20. It is proposed that each project will be individually tendered through an OJEU tender process.
 21. The tender process will begin once the architects have completed the stage D+ drawings. This will ensure that aspects of quality in terms of the design will be captured and that the provisional sums in the contract will be limited. This means that we will be tendering prior to receiving planning permission and there is a risk that contractors may prioritise other tenders that have planning permission in place.

Proposed procurement route

22. This procurement will be carried out in accordance with an EU restricted procedure, the process will be a 2 stage process, which will entail an open Expression of Interest through a Pre-Qualification Questionnaire (PQQ) followed by an Invitation to Tender (ITT). Paragraph 37 provides further detail on the PQQ and paragraph 39 provides further detail on the ITT.
23. In response to the OJEU notice, companies interested in tendering will be required to formally express an interest in order to receive a Pre-Qualification Questionnaire (PQQ). A minimum of 5 organisations will be selected for the tender list, subsequent to the PQQ process. This will meet EU restricted procurement process.

Identified risks for the procurement

	Identified Risk	Likelihood	Risk Control
1	Insufficient interest from contractors.	Low	A soft market approach to contractors will be engaged.
2	Quality of submitted tender proposals do not meet the Councils expectations	Low	The council will ensure that comprehensive project briefs that are clear and without ambiguity are produced.
3	Cost proposed do not deliver value for money	Low	The council have undertaken all necessary surveys and developed a cost plan that identifies any associated risk, and a detailed specification will form part of the tender pack.
4	Challenges to procurement outcome	Low	Ensure robust procurement in line with EU procurement regulations.

Key /Non Key decisions

24. This is a key decision.

Policy implications

25. The new homes delivered through the New Homes Delivery Programme are in line with the council's principles and vision for a new housing strategy which is aimed at increasing the availability, affordability and quality of homes in the borough.
26. The new homes will play a key role in assisting the council achieving the target of building 11,000 new council homes by 2043 and 1,500 by 2018.
27. The long term housing vision for the borough (agreed by cabinet in January 2014) sets a clear policy direction for the council that directly impacts the delivery of the new homes set out in this report. The vision comprises four overall principles:
- The council will use every tool at our disposal to increase the supply of all kinds of homes across Southwark.
 - The council will demand the highest standards of quality, making Southwark a place where you will not know whether you are visiting homes in private, housing association or council ownership.
 - The council will support and encourage all residents to take pride and responsibility in their homes and local areas.
 - The council will help vulnerable individuals and families to meet their housing needs and live as independently as possible.

Procurement Project Plan (Key Decisions)

Activity	Complete by:
Enter Gateway 1 decision on the Forward Plan	18/02/2016
DCRB Review Gateway 1	04/04/2016

Activity	Complete by:
CCRB Review Gateway 1	18/04/2016
CMT Review Gateway 1 (if applicable)	N/A
Notification of forthcoming decision - Cabinet	24/05/2016
Approval of Gateway 1: Procurement strategy report	07/06/2016
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	14/06/2016
Issue Notice of Intention (Applies to Housing Section 20 Leaseholder consultation only)	N/A
Completion of tender documentation	14/06/2016
Publication of OJEU Notice	01/07/2016
Publication of Opportunity on Contracts Finder	02/07/2016
Closing date for receipt of expressions of interest	07/08/2016
Completion of short-listing of applicants	31/08/2016
Invitation to tender	01/09/2016
Closing date for return of tenders	15/10/2016
Completion of any clarification meetings/presentations/evaluation interviews	n/a
Completion of evaluation of tenders	15/11/2016
Forward Plan (if Strategic Procurement) Gateway 2	01/11/2016
DCRB Review Gateway 2:	21/11/2016
CCRB Review Gateway 2	24/11/2016
CMT Review Gateway 2 (if applicable)	n/a
Notification of forthcoming decision	10/12/2016
Approval of Gateway 2: Contract Award Report	10/12/2016
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	17/12/2016
Debrief Notice and Standstill Period (if applicable)	02/01/2017
Contract award	03/01/2017
Add to Contract Register	03/01/2017
TUPE Consultation period (if applicable)	n/a
Place award notice in Official Journal of European (OJEU)	03/01/2016
Place award notice on Contracts Finder	03/01/2016
Contract start	03/01/2016
Initial contract completion date	06/12/2018
Contract completion date – (if extension(s) exercised)	n/a

28. This report is seeking approval from the leader of the council to delegate the Gateway 2 decision to the chief executive. Seeking cabinet approval for Gateway 2 is likely to add at least another 4 to 6 weeks to the timeframes set out in the procurement plan above; therefore we are seeking delegation to the chief executive.
29. The new homes delivery team will be looking to procure contractor services for a total of 13 sites in the summer of 2016. The tendering for each site is likely to be separate, as the planning approvals for each of the schemes are likely to be staggered and the scheme have different Employers Agents. It is highly likely that the procurement processes for each scheme will run concurrently or overlap. The tendering processes will be co-ordinated by the Employers Agents, however the new homes delivery team will need to ensure that the necessary staff resources are available.

TUPE/Pensions implications

30. Not applicable.

Development of the tender documentation

31. An Employers Agent has been appointed, who as part of their role, will undertake the OJEU tender process for their schemes.
32. The Housing Supply / Investment Strategy Managers and Project Co-ordinators in the New Homes Delivery Team will work with the Employers Agent to develop the tender documentation, the PQQ and the quality and pricing evaluation methodologies.
33. The tender documents will consist of the proposed Design and Build Contract, Employers Requirements, drawings, surveys / reports and site information, Pre-Construction Information Pack (PCIP), ITT, contract amendments, evaluation criteria, pricing schedules, relevant surveys and any other supplementary information.

Advertising the contract

34. The contract will be advertised by way of an official notice that will be published in the official Journal of the European Union (OJEU).
35. After publication of the OJEU notice the contract will be advertised on Contract Finder.

Evaluation

36. The contract will be awarded on the basis of MEAT (most economically advantageous tender) using a price/quality ratio of 70/30 in line with council guidelines. As per the restricted protocol, the process will consist of two stages.

Stage One – Pre-Qualification Questionnaire (PQQ)

37. The purpose of the PQQ is to create a short list of organisations who have demonstrated that they have sufficient technical capacity and financial and economic standing and ability to be invited to tender. In order to determine sufficient

financial and economic standing, and technical capacity and ability, PQQs will be evaluated in accordance with the criteria as set out in Articles 29 of Directive 92/50/EEC (as amended or replaced).

38. Method statements will be used to assess the technical section, for which there will be a minimum pass mark. The short listing process will include an assessment of capacity. The financial, health and safety and equalities sections will be assessed as pass or fail.

Stage Two - Invitation to Tender

39. The Quality Assessment will be undertaken through the provision of method statements which will be used to evaluate applicants against the key quality criteria, for which there will be a minimum pass mark for each question.
40. The quality assessment will include:
 - a. Programme Management
 - b. Time Requirements
 - c. Staff Resources
 - d. Health and Safety
 - e. Quality Assurance Systems
 - f. Risk Management.
41. For the Price Assessment the contractors will be asked to cost plan detailing the contract sum, qualifying any provisional sums that are included. An appropriate scoring mechanism for the pricing will be applied.
42. The submitted tenders will be evaluated and scored by a panel made up of the Employers Agent, Housing Supply / Investment Strategy Managers, and Project coordinators.
43. The Employers Agent will submit a Tender and Value for Money Report with the conclusion reached by the panel.

Community impact statement

44. Southwark is a borough with high levels of deprivation, low income levels and high levels of housing need. Southwark's Housing Strategy 2009-16 identified that there is a shortage of affordable housing in the borough, particularly of larger homes. Households from black and ethnic minority communities tend to be over-represented among those living in overcrowded, poor quality housing.
45. Cabinet recently agreed a new vision for the future housing strategy including a principle to use every tool at our disposal to increase the supply of all kinds of homes across Southwark.
46. The proposals to increase the supply of affordable, good quality homes will benefit households in need from all Southwark communities, and will increase the housing options available for older people and people with disabilities.
47. Those households in the vicinity of the new developments may experience inconvenience and disruption in the short term whilst works are taking place but such communities will benefit in the longer term from the provision of new homes.

Particularly as 50% of these homes will be let to existing tenants from the local area subject to an agreed local lettings policy.

48. Local residents will continue to be consulted at each stage of the development proposals as outlined in the Charter of Principles agreed by cabinet in November 2014.

Public Services (Social Value) Act 2012

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 design briefs for the new homes will be developed in consultation with the 'user client' officers and make it clear that the council is seeking developments that are not only attractive and functional in their design but also durable and easy to maintain with low running costs.
51. The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, contractors engaged by the council to provide works or services within Southwark pay their staff at a minimum rate equivalent to the LLW rate. It is expected that payment of the LLW by the successful contractor for this contract will result in quality improvements for the council. These should include a high calibre of multi-skilled operatives that will contribute to the delivery of works on site and will provide best value for the council. It is therefore considered appropriate for the payment of LLW to be required. The successful contractor will be expected to meet the LLW requirements and contract conditions requiring the payment of LLW will be included in the tender documents. As part of the tender process, tenderers will also be required to confirm how productivity will be improved by payment of LLW. Following award, these quality improvements and any cost implications will be monitored as part of the contract review process.
52. We will be seeking the appointed contractor to participate in a local employment and training initiative. The initiative will generally conform to any Local Government policy including requirements set-out by the HCA and/or GLA that generally will encompass the Contractor, wherever possible, being encouraged to employ local subcontractors and labour and shall involve the training and employment of local people. Such employment and training will be relevant to the needs of the local community.

Social considerations

53. The new housing will provide high quality affordable housing for local people in need of accommodation. 50% of these homes will be made available to existing tenants in need based on an agreed local lettings policy. The remainder will be made available to other households in need of accommodation from the council's housing register.
54. The new rented homes will be let at social rent levels.

55. The council can exclude companies who break the law by blacklisting from public contracts if they are either still blacklisting or have not put into place genuine concerning past blacklisting activities. The council can require "self cleaning" which enables a potential contractor to show that it has or will take measures to put right its earlier wrongdoing and to prevent them from re-occurring and to provide evidence that the measures taken by the economic operator are sufficient to demonstrate it has:
- "Owned Up": clarified the facts and circumstances in a comprehensive manner by actively collaborating with the investigating authorities
 - "Cleaned Up": taken concrete technical, organisational and personnel measures that are appropriate to prevent further criminal offences or misconduct, and
 - "Paid Up": paid or undertaken to pay compensation in respect of any damage caused
56. The council is required to use a government standard form of pre-qualification questionnaire which allows for limited amendments. However, this will be amended to include the council's standard preliminary assessment questions relating to blacklisting. The contract conditions will also include an express condition requiring compliance with the blacklist regulations, and include a provision to allow the contract to be terminated for breach of these requirements.

Environmental considerations

57. By investing in high quality and well designed buildings and estates the Council aim to achieve positive impacts which will benefit the environment and increase the stock of environmentally friendly buildings within the borough.
58. As part of the design development process, there will be a requirement for environmental assessments to be completed, with a view to identifying what impact would be caused by any proposed development.
59. The councils approach to procurement of design, development and construction process will ensure a requirement to maintain and improve the sustainability of each tendered project.
60. A low energy, efficient and cost effective building engineering services design that keeps running costs to a minimum will be an essential component of the project brief. Key considerations will include;
- Consideration of whole life-cycle costs
 - Sustainable sourcing
 - Incorporation of environmentally benign heating and lighting provision
 - Provision of facilities and equipment to encourage the re-use and recycling of materials including, where practical, water recycling.
 - Ensuring projects achieve Code of Sustainable Homes criteria or any successor requirement.

Plans for the monitoring and management of the contract

61. The project clienting, including the management and administration of the contractor appointment will be run and resourced through the New Homes Delivery Team in the Asset Management Division of the Housing & Modernisation Department.

Performance of the consultant team will be subject to constant scrutiny and monthly formal review including reviews on cost, quality and programme. The officer client team will use a number of mechanisms for monitoring and controlling the financial and programme performance of the contract, including,

- Strategic cost plan, which will be regularly reviewed and updated
- Monthly financial statements by the consultant
- Monthly appraisals of progress against programme and monthly reports by the consultant
- Tracking and chasing actions on critical issues
- Periodic project team 'look ahead' workshops covering key phases of work and risks
- Risk and issues log.

62. Internal governance arrangements for the programme were reported to cabinet in December 2014. These confirmed that ultimate responsibility for the overall programme resides with the Delivery Programme Board, chaired by the strategic director of housing & modernisation.

Staffing/procurement implications

63. The staff resources deployed to this procurement is sufficient to meet the proposed timetable.
64. The project will be resourced by existing staff, within existing budgets.
65. Officer time relating to the management of this project is funded from the capital budgets for the individual projects.

Financial implications

66. The estimated value of works and professional fees for Commercial Way is £20.1m.
67. This scheme has been run through the New Homes Delivery Team's Development Appraisal Toolkit, which projects the following spend:

2016/17	£2.1 million
2017/18	£8.7 million
2018/19	£9.3 million

68. It is anticipated that 72 units will be for Social Rent and 40 units will be for intermediate rented housing. This will be funded through Right to Buy receipts (30%) and the Section 106 fund (70%).
69. The Right to Buy fund is projected to generate a total of £75.5m up to March 2018 and the Section 106 fund is projected to generate a total of £176.4m up to March 2019.
70. The following table sets out the projected take up of the Right to Buy and Section 106 funds across this and the other approvals being sort (as mentioned in paragraph 5):

	Projected Funds (RTB: Mar 18, s106: Mar 19)	Phase 2 (Under OJEU)	Phase 2 (Over OJEU)	Phase 2 (Cabinet)	Phase 3 (Under OJEU)	Phase 3 (Over OJEU)	Total	Variance
Section 106 Fund	£ 176,451,368	£ 12,256,880	£ 19,053,763	£ 14,068,315	£ 45,057,121	£ 83,631,204	£ 174,067,282	£ 2,384,086
Right to Buy Receipts	£ 75,515,909	£ 5,252,948	£ 8,165,898	£ 6,029,278	£ 19,310,195	£ 33,063,499	£ 71,821,819	£ 3,694,091
Forward Funded Pending Capital Receipts	£ -	£ -	£ 4,248,155		£ -	£ 12,966,078	£ 17,214,233	-£ 17,214,233
Total	£ 251,967,277	£ 17,509,828	£ 31,467,817	£ 20,097,593	£ 64,367,316	£ 129,660,781	£ 263,103,334	-£ 11,136,057

71. It should be noted that the above figures are projections.

Legal implications

72. Please see concurrent from the Director of Law and Democracy.

Consultation

73. Local residents will be consulted at each stage of the proposals as outlined in the Charter of Principles agreed by cabinet in November 2014.

Other implications or issues

74. None.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (H&M16/002)

75. The proposed contract(s) and oncosts are estimated to cost £20.1m, assuming a competitive tendering process.

76. The works are intended to provide 88 dwellings for Council tenants and 24 for intermediate rented housing. New build schemes have the following specific funding sources available:

77. Section 106 – Affordable Housing Fund accumulated from developer funding in lieu of providing affordable housing. This is available, on application to Planning Committee, towards the cost of affordable housing, i.e. the Council tenanted component and retained rental element of shared ownership. Funding is normally limited to 65% of eligible components but may stretch to an effective 70% depending on treatment of land. The fund is dependent on future developer contributions and these may be affected by economic conditions or government policy changes. For these schemes it is estimated that around £13.5m could be applied for from the fund.

78. Right to Buy Receipts. The council has an agreement with government to retain an element of Right to Buy (RTB) receipts towards new build affordable housing. This source can contribute 30% of the costs of the council rented component. This is estimated to provide funding of around £4.5m towards the proposed works.

79. The estimated £18m required are within current projected levels of expected RTB and S106 available. Any balances that cannot be funded from S106 or RTB requires funding from other HIP sources such as general housing capital receipts, which are required also for the wider housing investment programme relating to new build and existing stock.

80. Given recent government policy initiatives and changes to key HRA business planning assumptions, (all of which are detrimental to the council's financial position), there is no clear visibility around long-term resource planning which raises the critical issue of affordability. There remains scope to derive greater benefit from the council's own asset base and a need to explore options for leveraging-in external funding from government and through joint venture arrangements and alternative delivery models with the public/private sector. Without this, it will be necessary to review existing plans, to re-prioritise, re-phase and extend the programme lifecycle, and in extreme circumstances consider the possible curtailment of programmed activity.

Head of Procurement

81. This report seeks approval of the procurement strategy for the new homes delivery programme, phase 2 Commercial Way site.
82. The report advises that this work is required as part of the overall New homes delivery programme which is aimed at creating new homes from existing council assets.
83. The options for procuring these services have been explored and the report concludes that the most viable option is for the council to carry out a competitive tender process following an EU restricted procedure. The process described in the report is in line with the council's contract standing orders (CSOs) and EU regulations.
84. The report confirms that the evaluation shall be carried out on the basis of the most economically advantageous tender and in determining this shall use a price/quality ratio of 70:30.
85. The report notes that the new homes delivery team intend to procure contractor services for a total of 13 sites in the summer of 2016 and although the tender processes will be separate it is likely that the procurement processes will run concurrently or overlap. It is therefore important that the entire programme is managed meticulously ensuring that appropriate resources are allocated to the projects at the appropriate time. The report confirms that there is a delivery programme board in place to help support successful delivery of these procurements.

Director of Law and Democracy

86. This report seeks the cabinet's approval to the procurement strategy for the New Homes Delivery Phase 2 – Commercial Way site, as further detailed in paragraph 1. As the estimated value of the contract exceeds £15m, then approval of the procurement strategy is reserved to cabinet, after consideration of the report by CCRB.
87. As the estimated contract value exceeds the relevant EU threshold, then this procurement is subject to the full tendering requirements of the Public Contract Regulations 2015, and must be advertised in OJEU or otherwise procured through an EU compliant process. Paragraph 21 confirms the council's intention to procure this contract through an OJEU tendering process.
88. This report also seeks the approval of the leader to delegate the gateway 2 decision to the chief executive for the reasons noted at paragraph 28.

89. The cabinet's attention is drawn to the Public Sector Equality duty (PSED) under the Equality Act 2010, and when making decisions to have regard to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct, and to advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion, religion or belief, sex and sexual orientation. The duty also applies to marriage and civil partnership but only in relation to the elimination of discrimination. The cabinet is specifically referred to the community impact statement at paragraphs 44-48 setting out the consideration that has been given to equalities issues which should be considered when approving this procurement strategy.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

Appendix	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Mark Williams, Regeneration and New Homes	
Lead Officer	David Markham, Director of Asset Management	
Report Author	Phil Purkiss, Development Consultant	
Version	Final	
Dated	25 May 2016	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments sought	Comments included
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Director of Law and Democracy	Yes	Yes
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team	25 May 2016	