

Item No.	Classification: Open	Date: 17 November 2020	Decision Maker Name: Cabinet Member for Housing
Report title:		Gateway 1 Procurement Strategy Approval Architects Design Services Framework 1.1 (New procurement for expansion of existing framework)	
Ward(s) or groups affected:		All	
From:		Director of Regeneration	

RECOMMENDATIONS

That the Cabinet Member for Housing:

1. Approves the procurement strategy for delivering the Architects Design Services (ADS1) Framework, which is to be delivered by the LHC (previously known as the London Housing Consortium) in partnership with Southwark Council and will expand on the Architects Design Services (ADS1) framework, for a contract period commencing September 2021 to end on 16 June 2024 to co-terminous with the ADS1 framework.
2. Notes that the original framework had a forecast total contract value of £52.5m, and £10.5m annually, and this value will continue to apply once the framework is extended. See paragraph 60.
3. Approves the council entering into a new Partnering Agreement with the LHC which is incorporate the new ADS1.1 framework as noted in paragraphs 44 and 46.
4. Notes that, subject to satisfactory review by the Director of Regeneration, LHC will be responsible for awarding places on the extended ADS1.1 Framework to successful bidders for the reasons detailed in paragraph 55.
5. Notes that the LHC (who are the contracting authority) will be placing the OJEU, and the council's use of the frameworks will be subject to approval of this report and future approval of orders
6. Approves the process for placing orders up to £2m under the framework once extended, as detailed in paragraph 55.

BACKGROUND INFORMATION

7. The council's involvement in the LHC's procurement for the Architects Design Services Framework (ADS1) was approved by Cabinet in the Gateway 1 Procurement Strategy for Architectural Design Services Framework dated 29 October 2019. Following a tender process noted in

that Gateway report, LHC subsequently made awards for lots 1 to 7 of that framework for 110 panel members on 17 June 2020.

8. The council and LHC achieved their objectives to deliver a framework that broadens available skills and perspective by the introduction of new practices, including Micro-Small Medium Enterprises (MSME) that were not on any other public sector frameworks. The council and LHC held a Bidders Day in September 2019 and an open webinar with architects to help shape the criteria and remove onerous turnover and insurance thresholds that excluded some of the most talented businesses.
9. Following the notification of the award to the ADS1 panel members in May 2020, three complaints were received from unsuccessful Black-led practices highlighting that the framework has not appointed any Black-led architects to its panel and that there are very few Asian and Minority Ethnic individuals, and other disadvantaged minority groups represented.
10. The Royal Institute of British Architects (RIBA) states that:¹“BAME architects remain under-represented in the UK profession, which does not reflect the ethnic make-up of the general UK population. RIBA education statistics show that progression statistics from Part 1 into practical training and at Part 2 to Part 3 and beyond are much lower for BAME students than for white students. This phenomenon affects all BAME groups and is particularly marked amongst black students. There is a notable, relative, lack of BAME owned practices and BAME staff on practice leadership teams.”
11. In considering these complaints, the council looked at what practical measures could be implemented to address the issues raised around diversity and inclusion to ensure the outcome is in alignment with council’s policies around diversity and inclusion, in particular to address representation within our supply chain to reflect the demographic of Southwark. In particular the council undertook:
 - To explore barriers which would need to be addressed in the future
 - To look at what more could be done to support individuals and practices to share their work, gain experience and a track record to be successful in public procurement bids
 - To provide opportunities for public sector work
12. Several options were explored by the council and LHC with regard to the ADS1 framework and these were shared with the Greater London Authority (GLA) who is also in discussion with the complainants separately.
13. Within the architectural industry there are wider issues for education and progression resulting in underrepresentation and lack of diversity with particular reference to Black, Asian and Minority Ethnic groups. The

¹ RIBA – Equality, Diversity and Inclusion (EDI) Strategy - Creating Opportunity and Enabling Success – April 2019

Architectural Registration Board (ARB) as of 11/8/2020 advised on their website that their current survey recently completed showed:

- Black and Black British represented one percent, 333 individuals
 - Of the 333 Black individual, 72 were Caribbean or of Caribbean descent
 - Asian or Asian British represented seven per cent, 1844 individual
 - Mixed represented two per cent, 523 individuals
 - Any other Ethnic background represented one percent, 322 individuals
 - White represented 83 per cent, 23564 individuals
14. In October 2020 the RIBA called on its members to sign up to its Inclusion Charter for practices to publicly report on how they are improving equality and diversity.
15. There is now a leadership opportunity for the council in collaboration with other public sector bodies including the London Boroughs, Housing Associations and the GLA to develop and sponsor progressive initiatives which will increase diversity and inclusion and seek to eradicate inequalities noted in paragraphs 10 and 13 above.
16. Moving forward with regards to suppliers procurement, in the built environment (the human-made space in which people live, work and recreate on a day-to-day basis) and taking account of the Southwark Stand Together recommendation and ongoing work, the council with other regional organisations will work together to share best practice in how to improve equality and diversity and to make any associated changes in working practices.
17. In the short-term the council may wish to progress with other initiatives to address inequality issues that are complementary to the existing and new frameworks and can be implemented alongside the expansion being proposed in this paper. Subject to separate council approval and in line with the council's Contract Standing Orders (CSOs) these can commence during the procurement period for the expansion of the framework.
- The council can invite local, under-represented suppliers to bid for future contracts outside of frameworks within the Council's CSOs but must be on the Council's Approved List to be awarded works. These would be where the forecast fee value is under £189k. Schemes for consideration may include Mission Place, Fenwick Rd, CLT Southwark (Old James St), Longfield Balaclava Street and Peckham Square scheme.
 - The council could create or source and make available an architect directory, expanding to other professions in the built environment that contains the diverse ranges of the disadvantaged and under-represented groups. Resource to keep up to date will need to be considered.
 - The council can commission projects to give opportunities to diverse groups and be vocal about achievements.

- The council can share lessons learnt with other contracting authorities in the area of procurement generally, especially in the built environment.
- The council's and LHC continue with engagement with the market; and could progress initiatives to assist in mentoring and providing guidance for smaller emerging practices in bidding for and winning public sector work.
- Further to addressing the supply end promoting diversity in the architecture profession through procurement criteria and awards, we are also investing in tackling the problem of under-representation of Black, Asian and other Minority Ethnic architects further upstream by funding a 400% increase in placements in Open City's Accelerate programme, under the banner of 'Dare to Design' programme. This programme will target Southwark teenagers from under-represented backgrounds to take part in a course covering workshops study tours mentoring university application advice and ongoing mentoring, with the Southwark section drawing on our existing architect and contractor networks and tailored to borough-specific design challenges.

Summary of the business case/justification for the procurement

18. This paper recognises, sits along side and is aligned with the Southwark Stands Together initiatives for which a road map has been laid out to seek to help improve the lives of Black, Asian and Minority Ethnic people. In particular the council has committed under this initiative in its report to Cabinet of 20 October 2020 to a long term programme which includes positive action to tackle racism and inequality in all that we do. The report notes that the refreshed council Plan is to have the below included:

- Always work to make Southwark more equal and just
- Stand against all forms of discrimination and racism.

19. LHC has since the awards to panel members, sought information on the appointed companies' leadership and workforce make up. The findings are detailed in table 1 below.

20. Table 1: Diversity monitoring data for ADS1 panel members

a) Owned and led enterprises - where the relevant characteristics is 50% or more

% of enterprises Black owned/led *	% of enterprises BAME owned/led *	% of enterprises women owned/led *	% of enterprises owned/led by disabled people *	% of enterprises LGBTQ owned/led*
0.00%	7.40%	24%	0.90%	5.50%

b) Workforce make-up

Average % BAME staff in workforce *	Average % female staff in workforce *	% of enterprises with majority female staff in workforce *	Average % of staff who are disabled in workforce *	Average % of LGBTQ in workforce *	Average % of workforce who reside in London*
16%	45.50%	24%	0.90%	10%	81.00%

c) Numbers in workforce - Data collected was for percentage of workforce and numbers of total staff. Some organisation reported varied range for staff numbers. Percentages were used to create numbers based on a total of approximately 6,325 staff across 108 enterprises

Number of BAME staff taken from Average %**	Number of staff who are female taken from average %**	Number of staff who are disabled taken from average %**	Number of LGBTQ staff taken from average %**	Number of staff who reside in London taken from average %**
1,012	2,846	57	633	5,123

*Information collated from 108 of the 110 enterprises

** Out of a rough average of 6,325 total staff across 108 enterprises

21. The ADS1 panel members make up does not reflect Southwark's demographics of 46% non-White residents. It is also the case that Black people make up 25% of Southwark Council residents. Representation is important as it can provide better outcomes for our communities both in community engagement and design outcomes. Lived experience of disadvantage can add value to empiric understanding, as well as enhance the design solutions delivered which are from a wider view point than those we traditionally seek.

22. There is under-representation of Black, Asian and Minority Ethnic individuals within the architectural profession, and the built environment generally at all levels which will require others to take action, and additionally, the council has an opportunity to show leadership in taking steps to promote its pledges which are:

- I/We pledge to promote an open and transparent culture where employees who experience/see racism or discrimination are able to raise it and expect the issue to be dealt with swiftly and fairly.

- I/We pledge to listen to and amplify our diverse voices within our organisations on how we create an inclusive, fair and representative workplace at all levels.
- I/We pledge to work to address and prevent structural racial inequalities and structural racism within our organisation, the organisations we partner with and within the service we deliver.
- I/We pledge to champion organisations that address racial injustices and organisations that promote equality and diversity.
- I/We pledge to ensuring that people of all backgrounds can rise to the top of the organisation.

23. This new procurement allows the expansion of the ADS framework and aims to provide more opportunities to a diverse range of architects across London's contracting authorities from existing, new and emerging practices. This will attract more work through the new combined framework arrangement due to better Black, Asian and Minority Ethnic representation. This will in turn help to provide leadership to address inequalities in the architect's profession.

Market considerations

24. Targeted market engagement with architects specifically has demonstrated that there are Black, Asian and Minority Ethnic Practices which have the competencies and talent for public sector to provide services both on and off the framework.
25. Whilst RIBA has said that there is underrepresentation, strong feedback has been made during the market engagement that there is not a lack of Black, Asian and Minority Ethnic role models in the built environment, but rather the lack of opportunities presented and taken by institutions to recognise and promote existing capabilities. This procurement will begin to address this.
26. LHC with the council has engaged with the market to hold a number of pre-tender bidding interactive workshop webinar sessions over two days in October 2020 to introduce the ADS1.1 framework, provide advice and gather further feedback.
27. LHC have expertise in setting up a variety of specialist construction frameworks for access by public sector bodies. This means the framework will be accessible by any London authority. LHC have proposed forming a Steering Committee made up of Southwark Council and other London authorities and Housing Associations interested in sharing design and innovation principles, case studies, best practice and expertise.

KEY ISSUES FOR CONSIDERATION

Options for procurement route including procurement approach

28. The nature and value of these services means that the full tendering requirements of the Public Contract Regulations 2015 and Public Sector Directive 2014/24/EU would apply.
29. The purpose of this procurement is to increase the diversity of ADS1 framework, in particular by attracting BAME-led and especially Black-led architects, and architects of other historically under-represented groups. None of the below procurement options in paragraphs 30 to 35 will achieve the purpose and allow for the expansion of the framework to fulfil the objective detailed in paragraph 42.
30. **Do nothing** – This is not an option as delivery of new homes for schemes above OJEU will have no Black-led practices and low representation of other disadvantaged or under-represented groups delivering the council's requirement of 11,000 new council homes across Southwark by 2043. This lack of diversity is not acceptable nor in line with the council's pledge.
31. **Procure the services required for each scheme individually** – This is not an option since a partnership arrangement is in place with LHC and the council is committed to using the ADS1 framework for all architect services. This option would not achieve the purpose as per paragraphs 29 and relies on using external frameworks, see paragraph 35, which have their own limitations. Occasionally the council runs individual tenders without using an external framework, but this is very resource and cost intensive.
32. **Deliver the service in-house** – This would involve directly employing a high number of architects on permanent contracts. This would be cost-prohibitive and is not realistic for the same reasons outlined in paragraph 33.
33. **Council-led EU procurement for a framework** – This is not an option since it would not achieve the purpose as per paragraph 29. The council has previously explored directly inviting the market to tender for the services and run a full OJEU compliant tender to establish a council owned framework and meet its own objectives; however there is currently not sufficient resource already within the council to run the project due to its size and complexity.
34. Allowing time to advertise and recruit a full time project manager, and form a full project team, to ensure a sufficient number of technical evaluators can be appointed to the panel to review what could be over 150 applications in addition to their business as usual responsibilities would result in a contract award date of December 2021. The cost of a project manager, legal and procurement advice, technical advice and engagement events is estimated to be approximately £100k for set up of the framework in year 1, then the ongoing cost of the project manager who would need to contract manage the framework, approximately £50k per annum.
35. **Use existing external frameworks** - This is not an option since it would not achieve the purpose as per paragraph 29. Although other frameworks

will be EU compliant, many have the same architect firms on them which are not locally based and not classed as Micro-SMEs (small to medium enterprises). Existing external frameworks tend to be difficult for Micro-SMEs to access as they require significant resource and experience to bid for, and often the same firms who are already experienced in bidding for and delivering government contracts, appear on multiple frameworks. Using an existing external framework would mean the council would seek bids from a limited pool of providers.

36. **Enter into another procurement based on the existing partnership with LHC (recommended)** – continue the partnership with LHC who can develop, deliver and manage an EU-compliant framework on the council’s behalf and make it accessible to other London authorities.
37. Officers met to examine how to achieve greater diversity on the ADS1 framework. Three options which were scrutinised in greater details are shown in table 2 below.
38. Table 2: Options to address the lack of diversity delivered in the ADS1 framework - Pros and Cons:

Description	Pros	Cons
<p><u>Option A:</u> Extension of the framework by means of re-winding back to Selection Criteria stage of the existing ADS1, for those that failed or partially failed a place on the existing panel. They would be assessed similarly as before with the ADS1 frameworks but additional elements of diversity and inclusion in the evaluation.</p>	<p>It could take 6 months to achieve an outcome</p>	<p>This approach would be unsatisfactory as it would only allow those previous applicants to apply.</p> <p>This would also not be Public Contract Regulations compliant.</p>

<p><u>Option B: (recommended)</u> Expansion of the framework by creation of a second framework, the Architect Design Services 1.1 Framework. This uses a new OJEU compliant procurement whilst undertaking extensive market engagement and Equalities Impact Needs Assessment (EINA). In operation both the existing and new frameworks must be used at call-off for mini-competition and either can be called upon for direct award.</p>	<p>The existing ADS1 Framework can be used whilst the new ADS1.1 framework is procured.</p> <p>All the market has the opportunity apply for the new framework.</p> <p>The new framework is OJEU compliant.</p> <p>The EINA conclusions along with the input from the market engagement are used to inform the design and the intended procurement outcomes.</p>	<p>It could take 10 to 12 months to achieve the final outcome</p>
<p><u>Option C:</u> Create a new and improved OJEU compliant framework starting with a 'blank sheet', and allow the existing ADS1 to run for only part of its anticipated period, and then be terminated early. The new procurement would include for thorough market engagement and Equalities Impact Needs Assessment (EINA) to take place.</p>	<p>All the market has the opportunity apply for the new framework.</p> <p>The new framework is OJEU compliant.</p> <p>The EINA conclusions along with the input from the market engagement are used to inform the design and the intended procurement outcomes.</p>	<p>With this approach both frameworks may suffer from issues of credibility both from panel members and those wishing to use the frameworks.</p> <p>There could be periods of time when no frameworks would be available as the risk of challenge would be high as a result of terminating the original framework early.</p> <p>It would take more than 12 months to achieve an outcome.</p>

39. See Appendix 1 showing the principles of the proposals for the above graphically.
40. Option A was deemed unacceptable due to being non-compliant with the Public Contract Regulations. Option C was deemed not acceptable due to the early termination of the existing framework.
41. Option B, noted in table 1, was preferred since this would allow for the existing framework, which had delivered on its purpose, to be used whilst the expansion to the framework to increase its diversity was being

procured. The application of Equality, Diversity and Inclusion had always been intended to apply at call-off from the ADS1.

42. The ADS1.1 objectives, in addition to those for the ADS1, will be to;
- Seek to appoint up to 20 of the very best established and emerging, ethnically diverse architect practices, especially Black-led and BAME-led practices, who offer values and practice to deliver equality, diversity and inclusion.
 - Use both the expanded list and the original ADS1 list as one enhanced framework that together offers a representative, rounded and comprehensive panel of architects who come with a range of ethnicities, socio-economic backgrounds and experience that reflects London's communities.
43. A variation to the operating protocol for the ADS1 Framework is required. It details how the current framework and a new framework are designed to work together, including for the operation for EDI at call-off. LHC are in the process of progressing this variation with the appointed companies to the existing ADS1 framework.

Proposed continued partnership

44. It is recommended that the council continue to partner with LHC to deliver the expansion to the ADS1 Framework to the council's specifications. LHC have been supportive and successful in delivering the current framework in collaboration with the council and have voiced the same objectives and vision for delivering improved Equality, Diversity and Inclusion in their future frameworks. The partnership agreement currently in place defines the relationship between LHC and the council. LHC will be the contracting authority awarding a place on the framework to successful providers. The council would enter into call-off contracts direct with providers.
45. LHC have committed to providing Southwark Council with a £10,000 grant which, subject to separate approval, will be distributed through their community benefit fund partner, Locality, within the parameters of the current partnership agreement. It is intended that the council join LHC as a Constituent Member to qualify for this annually.
46. The existing partnering arrangement with LHC on the same terms as detailed in ADS1 Gateway 1 paper will continue with any appropriate amendments to recognise the formation of ADS1.1 framework and its joint operation with ADS1. A variation to the partnering agreement between the council and LHC will be drafted and then reviewed by the council's legal team prior to being signed by both parties.
47. The partnership would continue beyond the period that the framework is being set up since both parties will need to continue working together to ensure the success of ongoing call-off contracts awarded by the council.

48. The cost of market engagement, implementing the framework, evaluating some of the responses, awarding contracts and contract monitoring would be borne directly by LHC and delivered using their own staff, but with full engagement and input from the council at all stages. Council staff from regeneration, planning, and environment and leisure departments will be evaluating submission elements for design quality; social value; and Equality, Diversity and Inclusion (EDI).
49. The cost to Southwark council for using the framework would be 0.25% of actual contract spend, with the potential for a rebate. This offers very good value for money when compared to other frameworks that frequently charge around 1%, sometimes as much as 5%.
50. Other London councils would be entitled to access the framework for a levy of 0.5% of contract spend if they are a member of the Steering Committee, or 1% for all others. However LHC expects no guarantee of spend through the ADS Framework from Southwark or any other council.
51. The method by which this levy is charged is by the framework supplier adding it to the invoice, following the council executing a call-off contract and the provider beginning to deliver services. Throughout the project delivery LHC collect the levy from all framework suppliers and validate figures with the council and other clients. A sum of 20% of the levy (proportionate to the council's contract spend) will be returned in the form of a Community Benefit Fund for the council to determine how to spend. This is dependent upon LHC achieving a surplus on the operation of the framework. Appropriate internal governance arrangements will be put in place for this.
52. The remaining 80% of funds will be used to cover LHC's running costs, with any surplus distributed as a rebate to the authorities who accessed the framework. It is noted that LHC distributed £1.35m in the form of rebates to its members based on the financial year 2019-20.

Proposed procurement route

53. The proposed term of the framework agreement is up to 3 years, in line with the end date to coincide with that of the ADS1, on 16 June 2024.
54. For the ADS1 framework the usual EU procurement term of a framework agreement of 4 years was agreed with LHC.
55. As for the original framework call off awards (i.e. following mini competition) from the ADS1.1 Framework up to an estimated contract value of £2m will require approval via a bespoke Gateway 2 short form report. These will include concurrents from Procurement, Legal and Finance but will not require review by DCRB before being signed off by the Director of Regeneration. Approval of any proposed call off awards above £2m will be made in line with Contract Standing Orders (CSOs). Any proposed direct awards to a single supplier without mini competition will follow the CSOs.

56. LHC and the council invited interested bidders to a series of webinar sessions on 13 and 15 October 2020. The events were an opportunity to market test the proposed structure of the ADS1.1 framework, and to share best practice and guidance with practices who have never tendered for local government contracts before. A focus group session has also been held to drill further in to the understanding of the barriers and to test the assumptions thus far gathered. The proposal is that LHC will be responsible for publishing the tender and making appointments to the framework. The tender documentation will be published on LHC's procurement portal by the end of November 2020.
57. Officers have identified demand for architectural services over the next 3 years and in which sectors (see Table 3 below). The framework will be split into lots, reflecting the original ADS1 lots, with bidders being allowed to apply for (and win a place on) a pre-determined maximum number of lots.
58. Splitting the framework into specialist lots was done to get a good range of providers with the right experience and skills.

59. Table 3: ADS1.1 Lots

Lot Description
1. Master planning & Feasibility
2. Education, Social Care, Community
3. Housing
4. Commercial & Industrial
5. Conservation & Heritage
6. Landscape design
7. New Design

60. The council's original framework ADS1 had a forecast total contract value of £52.5m, and £10.5m annually, and this value will continue to apply once the framework is extended in regards to the councils spend. The estimated spend for the rest of the framework will be transparent in the Contract Notice to be issued by LHC, and is going to be increased because:
- 25% more suppliers were appointed to ADS1 than originally expected.
 - A further group of up to 20 is now to be appointed under this procurement.
 - The enhanced framework will be heavily marketed and promoted to London clients who have already shown significant interest.
61. The framework will allow for mini-competitions and direct awards for each project, the circumstances for which will be outlined in more detail in the tender documents and subsequent Gateway 2 reports.

62. LHC will carry out a tender in accordance with an EU restricted procedure through its e-procurement portal. Organisations who formally express an interest in tendering for this framework in response to the portal advert and OJEU notices will need to complete a Supplier Questionnaire (SQ) and confirm which lots they would like to bid for.
63. To assess if the council and LHC have achieved our aims, LHC will at SQ stage provide to all bidders a Supplier Diversity Questionnaire to collect data on some protected characteristics.
64. The SQ will contain a set of standard questions which bidders will only need to complete once, irrespective of the number of lots they wish to bid for in the framework. A new short-listing question focussed around Equality, Diversity & Inclusion has been introduced which intends to assess how organisationally diverse the Bidder is, as well as their lived experience of disadvantaged communities, and how they recruit and promote in an inclusive way.
65. The SQ will be evaluated based on agreed criteria in consultation with LHC who will shortlist the bidders against each lot, including any sub-lots. Bidders will then be notified as to whether they have or have not been successful and an ITT will be issued to each successful bidder for their relevant lot(s).
66. At the ITT stage the shortlisted bidders will be required to make a full tender submission. The most economically advantageous tender(s) for each lot will be recommended for a place on the framework, up to the maximum number of places noted.

67. Table 4: Proposed threshold and sub-lots

Lots	Construction Value Bands	No. of Appointments	PI Insurance cap*	Annual Turnover required**
1 – Master Planning & Feasibility	N/A	11 to 20 appointment across all lots and value bands	£2m	None
2 – Education/Social Care/ Community Provisions	£0-£5m		£2m	None
	£5-£20m		£2m	£0.5m minimum
	£10m+		£2m	£1m minimum
3 – New Homes	£0-£5m		£2m	None
	£5-£20m		£2m	£0.5m minimum
	£10m+		£2m	£1m minimum
4 – Commercial &	£0-£5m		£2m	None
	£5-£20m		£2m	£0.5m

Lots	Construction Value Bands	No. of Appointments	PI Insurance cap*	Annual Turnover required**
Industrial	£10m+		£2m	£1m minimum
5 – Conservation & Heritage	N/A		£2m	None
6 – Landscape	N/A		£2m	None
7 – New Design	N/A		£2m	Maximum of £2m

**PI insurance requirement at point of call-off may be higher depending on risk profile of Contract*

68. For the existing ADS1 lot 1, lot 5, lot 6 and lot 7 each has between 9 to 21 panel members appointed. For those with value bands, which are lot 2, lot 3 and lot 4, the panel members appointed on each value band varies from 8 to 13.

Benefits and challenges when progressing this procurement

69. ADS1.1 is seeking to address this inequality using targeted market engagement with networks and the underrepresented groups. This will seek to tackle wider inequalities which are not solely the responsibility of the council or other public bodies.
70. Greater representation of local diversity could now be achieved via the expansion to the ADS1 framework. Further initiatives and activities include the following:
- For those who are unsuccessful at ITT a “talent pool” will be created. LHC are going to offer 10 places to those who score 51 or more out of 70 for quality and social value at final selection stage. They will be afforded active promotion and network opportunities. Those who score greater than 42 out of 70 at ITT will be offered, by LHC, opportunities to build relationships and be invited to future workshops.
 - Subject to CSOs and the council’s Approved List requirements, officers will have at their disposal a ready list of architect’s to consider from the talent pool as their quality would have been assessed. Opportunities to aid in local upskilling, thus adding sustainable value for the future in our community can be taken in larger procurement through sub-contracting and collaboration. The talent pool will also provide a readily available resource pool for sub-OJEU appointments when following councils CSOs.
 - Using a wider view point than the traditional Eurocentric view in assess the value of a design and embracing broader people centred approaches, will open opportunities for existing practices who offer diversity from a range of perspectives to enrich the built environment and create innovative solutions for a range of communities.

- Inspire those residing both in Southwark and beyond in to professions like Architecture and the built environment as they see role models working in their communities.
- Designing procurement and using diverse networks and supply chains which can open further opportunities and prosperity across the built environment for other hidden, underrepresented and disadvantaged individuals and practices who can act as sub-consultants to architects. For example artists, graphic designers, building engineers, contractors, and other suppliers.

71. It is recognised that the following will need to be considered in progressing:

- a) The additional framework will seek to address the lack of representation of the existing panel members, without imposing quotas for any of the under-represented groups.
- b) In broadening the market competition it is acknowledged that the likely smaller size of practices from non-represented communities on to the panel may result in the variation of the number of additional panel members for each lot with the smaller value bands having a greater level of interest.
- c) Existing panel members may be asked in their call-off briefs to work with the Micro-SME practices on the framework, and to facilitate meaningful opportunities through collaborative bid submissions. The aim will be to contribute and deliver growth, mentoring, and collaborations with smaller practices whose leadership or workforce are from currently poorly represented or minority groups within the architect industry, thus, boosting the development of the currently untapped pool of talent for those with established competencies. These initiatives are to be measured to encourage a full range for real opportunities, experiences, self-advocacy, and genuine authorship, which are not superficial.
- d) A variation agreement to the ADS1 framework is being sought by LHC from the 110 appointed companies. This is required to enable the operation of the two frameworks jointly.
- e) Communication to the market has been and will continue to be key to providing a positive message that these changes will bring.

72. An Equality Impact Needs Assessment (EINA) has been carried out and the information from this has informed the final selection criteria as well as our statement of intention for this new framework. In doing so we will seek to achieve the desired outcomes. The strategies adopted for the ADS1.1 evaluation design and selection criteria are:

- Seek out and engage target groups, including face to face meetings and phone calls
- Introduce new short listing question to select diverse practices for ITT stage
- Widen our lens beyond the quality of buildings to ensure that schemes deliver inclusive sustainable environment to enable aspiration of communities to be met in case study evaluation

- Introducing a short interview (Lots 1-6) at ITT and longer interview (Lot 7) at ITT stage
 - Design the process to offer feedback to anyone who requests it at the other end
 - Create a new Talent Pool and other forms of support/exposure for unsuccessful applicants
73. Social value is wide ranging and will be assessed during the ITT stage, most likely during an interview. This will be for matters which are not core to contract deliverables, and which provide benefits to the surrounding and wider communities, particularly opportunities those who are disadvantaged.
74. The new enhanced framework would address the lack of representation of the existing panel members. To seek to deal with issues of underrepresentation, information will be assessed through bespoke SQ and ITT questions to draw out and evaluate what bidders have to offer. The evaluation team will reflect a wide representation and will be trained to have a wider view on value. When considering methodology, approach to design solutions and products of good design in delivering outcomes, this will encompass the wider sustainable social, economic and health benefits. Market research and engagement has focused on the underrepresented groups. The council will be especially interested in who and how practices are led, the workforce employed, and those that demonstrate role modelling, leadership and community involvement.
75. EDI will be assessed during the first stage of procurement, and a similar “equaliser” question will also be asked to all panel members at call-off, so that all members of both frameworks will ultimately be able to demonstrate their diversity and inclusion practices through delivery of schemes. The equaliser question is likely to seek evidence of:
- a) EDI philosophy and approach
 - b) The diverse makeup of the organisation
 - c) Approach to recruitment of staff
 - d) Paid internships, sponsorship of disadvantaged students, outreach, advocacy
 - e) Lived experience of disadvantaged communities
76. Further consideration on how to achieve representation and assess social value has been examined during the pre-tender engagement stage and will be incorporated in the final design of the evaluation

Identified risks for the procurement

77. Consultation with the market has presented a number of important themes which have highlighted many barriers, some unexpected or very subtle, as well as new possibilities. All of this information has been captured and is being reviewed, but goes beyond the scope of this framework.

78. The purpose of this framework is to broaden diversity of the frameworks in the public sector for those who are ready especially from Black, Asian and Minority Ethnic practices. There are more practices that will need time to build up their portfolio and experience working on smaller public sector projects. There were other themes identified which would require a paradigm shift in the way works and services are procured by the public sector, such as attitude to risk, and these will need to be addressed in the medium and long term.
79. Paragraph 71 notes the challenges raised which this ADS1.1 procurement seeks to now address. It is acknowledged that the procurement for the ADS1.1 framework will go some way to address matters raised via feedback. Other actions will be required as noted. The ambition is to share both within the council and through collaborations the best practice and lessons learnt to help address matters raised.
80. Through market engagement under-represented practices are highlighting that better outcomes for communities could be achieved with the contract opportunities being opened to the vast talent which is currently untapped and is subject to potentially onerous criteria and processes within public sector procurement.
81. The following risks have been explored for this project;

Table 5: Table of risks and mitigations

R/N	Risk Identified	Risk Rating	Mitigation
R1	Procurement process is delayed	Low	Awareness of other LHC work running parallel to this, effective project management and good communication. A clear project plan has been established by LHC in collaboration with officers with roles and responsibilities.

R2	Bidders challenge procurement outcome	Medium	<p>Good up front communication and engagement with the market. Sufficient timescales allowed for submission and evaluation. Audit trails kept of decision making. Robust procurement in line with EU procurement regulations.</p> <p>Special attention has been given by LHC to managing the variation, noted in paragraph 43, which the appointed companies have been asked to sign within 7 days of issue. The variation alters the way the ADS1 framework operates to include the new procured ADS1.1 framework, as well as an 'equaliser' EDI question at call-off. External legal advice was sought in the drafting of the variation agreement.</p>
R3	Framework providers become insolvent or go into administration/liquidation	Low	<p>Appropriate financial checks will be undertaken as part of the evaluation process. Each lot will have a number of specialist providers who can cover in case one becomes insolvent.</p> <p>The LHC framework also allows a "reserve list" of suppliers to be held for the first 6 months of the framework in case of any insolvencies. The first firm on this list (ranked by their overall bid score) would be appointed to the framework to take the insolvent company's place.</p>

R4	Successful providers fail to deliver service	Low	<p>The council will work with LHC to develop an effective and relevant quality evaluation. The framework will have multiple providers against each lot so if one or even two providers fail to deliver there will be alternative providers available.</p> <p>Funds will be withheld until satisfactory completion of each call-off contract.</p> <p>If the provider has a parent company, a parent company guarantee will be required.</p>
R5	Due to the challenges of procurement legislation this may mean that the council's objectives, including the additional ones noted in paragraphs 42 are not achieved during the LHC evaluation process resulting in insufficient local and unrepresented MSMEs being appointed to the ADS1.1 framework.	Low	<p>To address procurement limitations preventing the reservation of places for particular groups a number of positive action measures have been taken to include the below.</p> <p>All potential bidders will be notified via OJEU. Market engagement has been targeted at underrepresented groups, especially for BAME-led practices and networks who would be potential bidders, over the last 5 months. Two Bidders webinar sessions have been held and a communication plan agreed with LHC.</p> <p>LHC have also their own means of marketing via website, Twitter and email.</p> <p>Webinar sessions in public sector procurement were held to support inexperienced bidders in how to write bids for government contracts.</p>

R6	LHC's levy income is lower than expected as the estimated level of spend for Southwark or other councils fall short of predicted figures.	Medium	LHC have over 20 other frameworks which generate income for them through levies. LHC will not be overly reliant on the ADS1.1 framework for revenue. LHC also place no obligation on Southwark Council or any other client to use the ADS1.1 framework agreement.
R7	One of the communities most adversely affected by COVID are the BAME community continue to be impacted	Medium	The Council will follow Central Government PPN guidance and consider the impacts on tender processes and programme, taking relevant action as required.
R8	Impact of Brexit on the procurement and subsequent award	Low	The procurement will commence during the Transition Period (before 31 December 2020) and will therefore remain subject to the Public Contract Regulations 2015. Any impact caused by Brexit will be kept under review during the procurement process.

82. Each call off contract will contain a break clause to terminate the call-off contract at will with no consideration of any loss or expense at any time.

Key/Non Key decisions

83. This report deals with a key decision.

Policy implications

84. This report relates to the delivery of council targets contained in the "Southwark Housing Strategy to 2043".

85. The delivery of the framework fits with the council's objectives as outlined in the Southwark Fairer Futures Procurement Framework to deliver the council's Fairer Future Plan 2018-2022. The Fairer Future Themes and commitments will be incorporated into the terms and conditions of the ADS1.1 Framework where they will then form part of the requirements of the council's suppliers.

86. The delivery of this framework fits with the council Southwark Stands Together as noted in paragraph 18 and the council's pledge noted in paragraph 22

Procurement project plan (Key decisions)

Activity	Complete by:
Enter Gateway 1 decision on the Forward Plan	24/09/2020
DCRB Review Gateway 1:	05/11/2020
CCRB Review Gateway 1:	12/11/2020
Brief relevant cabinet member (over £100k)	10/09/2020
Hold market engagement day and workshop	23/10/2020
Update EINA	12/11/2020
Issue of ADS1 appointed companies variation letter	29/10/2020
Notification of forthcoming decision – IDM	16/11/2020
IDM Approval of Gateway 1: Procurement strategy report	24/11/2020
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	02/12/2020
Completion of tender documentation	13/11/2020
Publication of OJEU Notice (by LHC)	02/12/2020
Publication of Opportunity on Contracts Finder	02/12/2020
Closing date for expressions of interest (SQ stage)	21/01/2021
Completion of short-listing of applicants	30/03/2021
Invitation to tender	14/04/2021
Closing date for return of tenders	18/05/2021
Completion of evaluation of tenders	26/08/2021
Evaluation report presented to Director of Regeneration	02/09/2021
Contract award decision letter (by LHC)	22/09/2021
Debrief Notice and Standstill Period	05/10/2021
Place award notice in Official Journal of European (OJEU)	06/10/2021
Place award notice on Contracts Finder	06/10/2021
Contract start	07/10/2021
Contract completion date	16/06/2024

TUPE/Pensions implications

87. There are no TUPE implications for the decision to enter into creation of a Framework agreement in partnership with LHC. A TUPE situation may arise on exit from the partnership with LHC dependent on the practical aspects of allocation of tasks for management of the Framework Agreement between the parties at the time of exit, in the event the council wishes to access architectural design services in another way.
88. Separate potential TUPE situations may apply in relation to individual call off contracts with suppliers appointed to the Framework Agreement and advice will be sought for those.

Development of the tender documentation

89. A project board has been set up, led by the Head of Regeneration, to work with LHC and approve the final tender pack. Meetings will be held with internal stakeholders to ensure that the scope and specifications are fully captured ready for the procurement.
90. The SQ will be based upon the government's Standard SQ with some additional sections including for Equalities, Diversity and Inclusion; however the resourcing question will be assessed on a pass/fail. The ITT documentation will be based on a set of Employers Requirements after consultation with the delivery teams. This will include a focus on deliverables through the application of social value.
91. Specifications will be developed based on the council's bespoke requirements. Policy related requirements will be referenced using relevant appendices, links and insertions.

Advertising the contract

92. The contracts will be advertised by way of an OJEU notice and the Contracts Finder website. In addition to this LHC held several targeted market engagement and information webinars on 13 October 2020 and 15 October 2020 with providers who have previously expressed an interest in the tender.

Evaluation

93. A project plan has been agreed between the parties. The two parties will collaborate on developing the tender documentation prior to publishing, and work together on evaluation, short listing and award, and then will meet every six months after the commencement of the framework to ensure its ongoing success.

94. An evaluation panel of both the council and LHC has been convened. A selection of the first few SQs returned will be jointly evaluated by LHC and officers from the planning, regeneration, and environment and leisure departments, then scores will be compared to ensure consistency. The intention is to establish a common understanding of criteria and scoring mechanism to then proceed to evaluate all remaining bids, but with a final moderation session facilitated by the council.
95. The evaluation criteria at SQ will be based on 80% for quality and 20% for the Equalities, Diversity and Inclusion assessment. The questions will be carefully constructed to ensure that outcomes align with the council's objectives for this framework. It is intended to shortlist the bidders against each lot in accordance with the agreed criteria and scoring, with the final outcome being approved by the council project team.
96. A sample of ITT quality and price bids will be jointly evaluated by LHC and officers from the planning, regeneration, and environment and leisure departments, then scores will be compared to ensure consistency. The intention is to establish a common understanding of criteria and scoring mechanism to then proceed to evaluate all remaining bids, but with a final moderation session facilitated by the council.
97. Evaluation criteria will be based on 70% quality (including 20% social value) and 30% price in order to deliver council strategic objectives and commitments to social value. The higher weighting applied to quality is in line with other similar frameworks (e.g. the ADUP framework) and reflects the nature of the service being procured. The emphasis on quality demonstrates that the council expects a high standard of service and not simply the cheapest, with a view to whole life cost efficiency through good project design work, as opposed to short term up front cost efficiency. The price proportion will ensure the council has affordable suppliers to select from on the framework. The market is currently very competitive and it is expected that a high volume of applications will be received, however the emphasis on quality is a reflection of the well evidenced view that high design standards result in the best whole life cycle value for money. A minimum threshold will apply for quality.
98. Interviews will be held on their quality assessment, and for all those short-listed for the ITT with regards to social value and Equalities, Diversity and Inclusion credentials.
99. Quality will be assessed based on the following broad areas (to be finalised by the Head of Regeneration);
 - a) Design quality
 - b) Mobilisation, management systems and quality of resources available, including application of Equality, Diversity and Inclusion
 - c) Service delivery including stakeholder engagement and social value
 - d) Value Management from inception of a scheme through to delivery
 - e) Resource Management

- f) Social Value, particularly EDI
100. Price will be evaluated at ITT based on a financial formula to score and rank for each provider's submission, based on their percentage fees for projects, and day rates. LHC will undertake this assessment in consultation with the council's Finance officers. Each quality question will be given a score of 0 – 5. Once each question is scored, the appropriate weighting will be applied to each score. Abnormally low bids are to be checked for price.
 101. Bidders with the highest combined quality and price score will be ranked and used to select a final list of providers for the individual lots.
 102. The changes adopted for the ADS1.1 evaluation which differs to that from the ADS1 are:
 - Articulating a clear objective around EDI.
 - For the SQ, ten per cent from the resourcing question and ten per cent from the quality question has been used to form 20 per cent for the EDI question. To maintain quality standard there is minimum score to pass both.
 - Greater clarity in description of types of works around for the 7 lots, and who is encouraged to apply.
 - The introduction of an EDI statement in short-listing stage.
 - Reworded social value question for ITT stage developed from the existing.
 - SQ evaluation threshold for score set as opposed to numbers of bidders who can proceed to ITT stage. All above threshold for both quality and EDI are to be invited to ITT.
 - Interviews for all lots on EDI and social value questions at ITT stage.
 - Fresh evaluation team.

Community impact statement

103. The EINA has been carried out and can be seen in Appendix 2. In the design of this procurement and evaluation we have taken in to account the outcomes of the EINA as noted in paragraph 72.
104. The ADS1.1 Framework will support the council's commitment to providing quality affordable housing and social regeneration.
105. The framework is intended to provide a service of benefit to the local community and support the council's commitment to providing high quality homes, educational and mixed-use developments. One of the main objectives of the services will be to ensure the quality of design and innovation whilst minimising the impact on the whole community regardless of age, disability, religion and belief, sex, race, sexual orientation and socio-economic disadvantage.
106. In addition to this the framework will be of a medium impact to future tenants, homeowners and other stakeholders as these services will provide

the design, specification of the council's new housing stock and regeneration schemes.

Social Value considerations

107. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the well being of the local area can be secured.
108. As noted note in paragraph 70 there are a number of initiatives with this procurement and other associated enterprises that will deliver positive benefit to Southwark communities.
109. Further details of how social value will be incorporated within the tender are set out in the following paragraphs.

Economic considerations

110. As the council explores ways it can continue to deliver value for money, it is essential that it makes even better use of its resources to meet the needs of residents and businesses in the borough. Under promise 8 Education, employment and training of the Fairer Future Promises, the council has made a commitment to create 2,000 new apprenticeships by 2018. This programme will seek providers to employ at least one apprentice for every £1m spent within any one call-off.
111. Suppliers will be evaluated at tender stage on their sustainable added value, in particular on how they intend to attract and support more women and Black, Asian and Minority Ethnic as well as other disadvantaged residents into these and other opportunities, especially those who are underrepresented in the professional technical services industry, in meaningful way.

Social considerations

112. The council can exclude companies who break the law by blacklisting if they are either still blacklisting or have not put into place genuine actions 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.

113. The council will include a request for the necessary information from tenderers (using the council’s standard documentation in relation to blacklisting). The council’s contract conditions will include an express condition requiring compliance with the blacklisting regulations and include a provision to allow the contract to be terminated for breach of these requirements.

114. The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, development partners 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 consultants on these frameworks will result in quality improvements for the council. These should include a high calibre of multi-skilled providers who will contribute to the service and will provide best value for the council. It is therefore considered appropriate for the payment of LLW to be required. The successful providers will be expected to meet the LLW requirements and call-off contract conditions requiring the payment of LLW will be included in the tender documents. As part of the tender process, bidders 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 call-off contract review process.

Environmental/Sustainability considerations

115. The contract documents will include specifications to ensure that designs incorporate the following:

- i. Low energy use building designs;
- ii. Materials from sustainable sources;
- iii. Use of high efficiency building services; and
- iv. Use of renewable energies.

116. Using LHC’s e-procurement portal will reduce the amount of paper used.

Plans for the monitoring and management of the contract

117. Responsibility for managing the partnership with LHC will lie with the Head of Regeneration. The framework shall be monitored by the designated officers in LHC and project manager support from the Regeneration team.

118. LHC will be responsible for overall management of the framework agreement and collection of levies.

119. A steering committee (consisting of Southwark council and other London authorities) was established by LHC in 2019. The Committee will manage the ADS framework and periodically monitor its performance. Southwark Council will be a lead member of the steering committee.
120. Officer resource from the council will be required in the setting up of the framework by LHC during the marketing, specification, and tender development and evaluation stages. These are to be from, regeneration, planning and environment and leisure departments.
121. Performance Management of individual call-off contracts are the responsibility of the contracting authority and will be managed by officers from Regeneration.
122. Each council project manager will be responsible for recording performance of the provider that has been issued an order under the framework. The financial spend of each provider will also be recorded to ensure:
- That no provider is overburdened with projects
 - All providers get an equal opportunity to submit tenders as part of the mini competition rules
 - A detailed record of expenditure is maintained for each framework and lots to ensure compliance with contract standing orders and agreed call-off processes.
123. Where performance issues are identified in relation to a call-off contract, LHC will suspend the provider from bidding for new work until it is confident that the service issues have been resolved.
124. Officers will produce annual performance reports in line with the contract standing orders.
125. Details will be provided in the Gateway 2 at call off stage on the measures put in place to achieve Social Value, what has been gained, and future monitoring.
126. LHC will monitor the way in which the frameworks is being used with regard to client's emphasis on and evaluation of Equality, Diversity & Inclusion at call-off stage.

Staffing/procurement implications

127. Resource for this project will come from existing teams within the council, including regeneration, planning environment and leisure, procurement, and legal departments.

Financial implications

128. There are no financial implications arising directly from the report's recommendations and that the LHC terms and conditions for using the

frameworks and estimate of works to be procured remain unchanged. Any costs associated with implementing the report's recommendations will be met from within existing budgets.

129. The estimated cost of the services of £52.50m, mentioned in the report above, is indicative at this stage. The framework will support a programme of capital works across a range of services and will be funded by capital resources supporting both the General Fund and Housing Investment programmes.

Investment implications

130. N/a

Legal implications

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

Consultation

132. Officers from legal, finance, procurement, regeneration planning, housing and environment and leisure, and housing departments were consulted in the development of the proposed strategy. Several targeted market engagement and information webinar on 13 October 2020 and 15 October 2020 with providers who have previously expressed an interest in the tender. A focus group session was held on 23 October 2020.

Other implications or issues

133. N/a

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

134. That the Cabinet Member for Housing:
- This report seeks the approval by the Cabinet Member of Housing for the procurement strategy for delivering the Architects Design Services Framework (ADS1.1). As with the initial framework for Architects Design Services (ADS1) framework, this will be let and entered into by the LHC in partnership with Southwark Council, with an aim to be in place from September 2021 and end with the existing framework on 16 June 2024.
 - A new Partnering Agreement with the LHC which incorporates the new ADS1.1 framework as noted in paragraphs 44 and 46. The potential spend to be let under this framework agreement is the same as the original framework with a forecast total contract value of £52.5m, and £10.5m annually. London Living Wage is paid as part of the terms of contract governing the framework agreement.

- The reasons for the expansion of the framework are set out in the report as this seeks to provide greater opportunities to under represented groups within the architecture profession, in line with the council's commitments to equality, diversity and the Southwark Stands Together commitments.
- It should be noted that procurement legislation does not allow for reservation of opportunities for under represented groups as noted in the risk table. This process is aimed to support greater interest and efforts to attract more diverse and representative firms but this is open to all firms with appropriate experience.

Director of Law and Democracy

135. This report seeks the approval of the Cabinet Member for Housing to the procurement strategy in relation to delivery of the ADS 1.1 framework as further detailed in paragraphs 1-6. As this relates to a Strategic Procurement the decision to approve this strategy is reserved to the Cabinet; however the approval of this procurement strategy has been delegated by the Leader to the Cabinet Member for Housing.
136. The scope and value of services to be procured means that they are subject to the full tendering requirements of the Public Contract Regulations 2015 (PCR15). As noted in paragraph 62, the framework will be established by the LHC following a restricted process in accordance with PCR15, and will be advertised through OJEU. Regulation 22 of the PCR15 sets out specific requirements which must be met when establishing a framework, which will be met. This framework will expand on the existing ADS1 framework and the two frameworks will operate side by side. As the new ADS1.1 framework is being procured in accordance with the PCR15 then this is legally permitted. Amendments will be required to the operating protocol for the existing ADS1 framework, which as noted in paragraph 43 is in progress.
137. The Cabinet Member's attention is drawn to the Public Sector Equality duty (PSED General Duty) under the Equality Act 2010, which requires public bodies to have regard, when making decisions, to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. The Cabinet Member is specifically referred to the community impact statement at paragraphs 103-106 (and the EINA appended to this report) setting out the considerations that has been given to equalities issues which should be taken into account when approving the recommendations in this report.
138. Officers from the contracts team in legal will continue to assist the project team during this procurement and will advise on the terms of the agreement to be entered into with LHC to govern the new framework.

Strategic Director of Finance and Governance (FC20/017)

139. The report is requesting Cabinet to approve the procurement strategy for delivering the Architects Design Services (ADS1) Framework and will expand on the Architects Design Services (ADS1) framework, for a contract period commencing September 2021 to end on 16 June 2024 to co-terminous with the ADS1 framework and approves the council entering into a new Partnering Agreement with the LHC which is incorporate the new ADS1.1 framework, as detailed in paragraphs 1 and 3 and notes the recommendations in paragraphs 2, 4 and 5. Full details and background are contained within the main body of the report.
140. The strategic director of finance and governance notes that there are no financial implications due to the implementation of these proposals.
141. Staffing and any other future maintenance costs connected with this contract will need to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
Cabinet Paper Southwark Stands Together Programme 8 September 2020 – Item 10 Programme update 20 October 2020 – item 9	Southwark Council website	-
Link: (Insert hyperlink here) http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=6662 and http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=6663		
Gateway 1 Procurement Strategy Approval Architectural Design Services Framework	Regeneration, Chief Executive, Floor 5 , Hub , 160 Tooley Street	Jacqui Flynn 0207 525 3208
Link: (Insert hyperlink here) ..\Final\Report Gateway-1-Architect Framework Partnership.pdf		
Title of document(s) Gateway 1 report Professional Technical Services	Housing and Modernisation Floor 3 Hub 4, 160 Tooley St	Gavin Duncumb Tel: 020 7525 0685
Link: (Insert hyperlink here) http://moderngov.southwark.gov.uk/documents/s75959/Report%20Gateway%201%20-%20Procurement%20Strategy%20Approval%20-%20Professional%20Technical%20Services%20Frameworks.pdf		

APPENDICES

No	Title
Appendix 1	ADS1.1 - New Expansion Option Analysis
Appendix 2	ASDS 1.1 Equality-and-Health-Analysis

AUDIT TRAIL

Lead Officer	Stephen Platts, Director of Regeneration	
Report Author	Jacqui Flynn, Project Manager and Bruce Glockling, Head of Regeneration, Capital Works and Development	
Version	Final	
Dated	16 November 2020	
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	16 November 2020	