

Item No.	Classification: Open	Date: 01 February 2021	Meeting Name: Strategic Director of Housing and Modernisation
Report title:		Gateway 3 – Variation Decision Gateway 3 Major Works Framework Extension	
Ward(s) or groups affected:		All	
From:		Director of Asset Management	

RECOMMENDATIONS

1. That the Strategic Director of Housing and Modernisation approves the variation of Lot 1 Major Works Framework to the five providers (as detailed in paragraph 13) to extend the term of the framework agreements for a period of 12 months from 16 February 2021 to 15 February 2022.
2. That the Strategic Director of Housing and Modernisation approves the variation of Lot 2 Major Works Framework to the five providers (as detailed in paragraph 13) to extend the term of the framework agreements for a period of 12 months from 16 February 2021 to 15 February 2022.
3. That the Strategic Director of Housing and Modernisation notes that the value of the proposed variations will not exceed total contract values approved for the initial 4 year term and the current 12 month extension as detailed in paragraph 11 below.

BACKGROUND INFORMATION

4. On 20 October 2015, Cabinet approved the establishment of the Major Works Framework (Framework) for a period of 4 years under 4 Lots. The table below lists the providers appointed under each Lot together with the works that each Lot provides:

Lot 1: Est. annual cost: £50m up to £200m	Main building works (low value schemes <u>up to</u> £3.5m) to six providers (A&E Elkins Ltd, Architectural Decorators Ltd, Niblock (Builders) Ltd, Saltash Enterprises Ltd, Standage & Co. Ltd and Thomas Sinden Ltd).
Lot 2: Est. annual cost: £70m up to £280m	Main building works (high value schemes <u>over</u> £3.5m) to six providers (Axis Europe Plc, Durkan Ltd, Engie Regeneration Ltd (formerly Keepmoat Regeneration Ltd), Lakehouse Contracts Ltd, Mears Ltd and Mulalley & Co. Ltd).
Lot 3: Est. annual cost: £10m up to £40m	District mains, boilers and internal works to five providers (BSW Heating Ltd, K&T Heating Services Ltd, Mitie Property Services (UK) Ltd, Staple-Tech Ltd and Vital Energi Utilities Ltd).
Lot 4: Est. annual cost: £2m up to £8m	Communal and electrical works to five providers (Allied Protection Ltd, BCS (Electrical and Building) Ltd, Lockesleys Ltd, Swann Engineering Group Ltd and W.G.Wigginton Ltd).

5. The Framework commenced on 16 February 2016, slightly after the proposed date of 4 January 2016 which was approved in the Gateway 2 report, as this was the first time the contract was required to be used.

6. The Framework has ensured that the council has achieved best possible value for money on major works programmes for council homes, for both the council and its leaseholders. In addition, the Framework has provided flexibility to ensure that the council can continue to deliver the housing programme on schedule.
7. On 30 August 2018, Mitie Property Services (UK) Ltd in Lot 3 novated their Framework agreement to MPS Housing Ltd with the council's written agreement.
8. In August 2019, Lakehouse Contracts Ltd in Lot 2 went into liquidation and their Framework agreement was terminated on 2 December 2019 and they were not included in the 2019 Framework extension. On 17 December 2019, a GW3 report was approved by Cabinet to extend Lots 1, 2 and 3 Frameworks for 1 year to expire on 15 February 2021. As Lot 4 Major Works Framework was never used, this Lot 4 was not extended. The very limited electrical works have been absorbed within the main works contracts under Lots 1 and 2. Lots 1, 2 and 3 have sufficient resources to cover these works.
9. Thomas Sinden Ltd in Lot 1 withdrew from their Framework agreement with effect from 16 October 2020 therefore an extension to their Framework agreement will not be sought.
10. An extension is not being sought for Lot 3 Major Works Framework as there are concerns that not all of the contractors in Lot 3 meet the council's requirements with regards to quality of works, number of return of tenders, and financial stability. As such, district mains, boilers and internal works which are programmed for the forthcoming extension period will be individually tendered. The projected expenditure for these works is shown in paragraph 11.
11. The actual expenditure to date together with the projected expenditure for 12 months is shown below in tables for each Lot:

LOT 1 (Main building works (low value schemes up to £3.5m))				
Period		Est. Value (£m)	Actual Expenditure	Number of QHIP programmes awarded
16/02/2016	15/02/2020	£200m	£24.4m	37
16/02/2020	31/10/2020		£611k	2
01/11/2020	15/02/2021		£316k	2
Projected Expenditure				
16/02/2021	15/02/2022		£22.2m	61 *

	Totals	£200m	£47.5m	61
--	---------------	--------------	---------------	-----------

***Note:** this figure includes 41 schemes where contracts have already been awarded and are forecast for spend in 2021/22 and 20 schemes which are due to be awarded in 2021/22.

LOT 2 (Main building works (high value schemes <u>over</u> £3.5m))				
Period		Est. Value (£m)	Actual Expenditure	Number of QHIP programmes awarded
16/02/2016	15/02/2020	£280m	£9.6m	3
16/02/2020	31/10/2020		£623k	2
01/11/2020	15/02/2021		£0	0
Projected Expenditure				
16/02/2021	15/02/2022		£11.7m	3**
	Totals	£280m	£21.9m	6

****Note:** this figure includes two schemes where contracts have already been awarded and are forecast for spend in 2021/22 and one scheme which is due to be awarded in 2021/22.

LOT 3 (District mains, boilers and internal works)				
Period		Est. Value (£m)	Actual Expenditure	Number of QHIP programmes awarded
16/02/2016	15/02/2020	£40m	£8.7m	11
16/02/2020	31/10/2020		£2.3m	4
01/11/2020	15/02/2021		£0	0

Projected Expenditure				
16/02/2021	15/02/2022		£16.7m	16 ***
	Totals	£40m	£27.7m	22

*****Note:** this figure includes nine schemes where contracts have already been awarded and are forecast for spend in 2021/22 and seven schemes which are due to be awarded in 20 21/22.

12. As noted in paragraph 11 above, the values have not been exceeded in part due to the overall capital programme being reduced, as well as the decision to extend the council's three major works partnering contracts. As a result, work which could have been awarded under the Framework was put through the three major works partnering contracts instead, which has resulted in lower Framework expenditure than originally anticipated and requires no change to overall estimated contract value.
13. This GW3 report is seeking the Strategic Director's approval for a 12 month extension to 15 February 2022 to Lot 1 (Framework contractors: A&E Elkins Ltd, Architectural Decorators Ltd, Niblock (Builders) Ltd, Saltash Enterprises Ltd and Standage & Co. Ltd) and Lot 2 (Framework contractors: Axis Europe Plc, Durkan Ltd, Engie Regeneration Ltd, Mears Ltd and Mulalley & Co. Ltd) to guarantee service continuity by ensuring the council has extra resources available, in addition to the major works partnering contracts, during the various national lockdowns to deal with the emergence of a new variant of Covid-19 and to help cover any further potential delays in completing the new procurement and to monitor contractor performance.

KEY ISSUES FOR CONSIDERATION

Key Aspects of Proposed Variation

14. The nature of the proposed variation is to extend Lots 1 and 2 Frameworks with the Framework contractors listed in paragraph 13 above for a period of 12 months. The revised completion date will therefore be 15 February 2022. The reason for the extension is to help cover any further delays in completing the new procurement and to guarantee service continuity. The new procurement indicative timetable is set out below in paragraph 24.
15. As noted in paragraph 3 above, only the contract term is being extended as the actual expenditure to date for Lots 1 and 2 Frameworks is only 30% of the initial approved sum for the initial four year term.

Reasons for Variation

16. The services delivered through Lots 1 and 2 Frameworks have enabled the council to deliver its housing asset management strategy and in particular the Quality Homes Investment Programme (QHIP) and are used in the north of the borough. The Framework process requires a mini competition amongst the Framework contractors with an evaluation on each tender submission and approval sought before the Framework contractors are able to start on-site. These schemes enable the council to meet ever changing QHIP and new homes delivery timescales. Having different Lots under the Framework with bespoke documents makes it quicker and easier to mini-compete and get works started on site and completed in a quicker timeframe than if individual contracts had to be procured.
17. The Framework contractors' level of performance is covered in paragraphs 30-34.
18. The council also has three partnering contracts in place covering areas 3, 4 and 5 (the south of the borough, and street properties borough wide), which runs in parallel to the Framework and are the first choice used for works. The reason for this is that the partnering contractors are familiar with the areas as the contracts have been in place for over 10 years which enables a quicker process to getting the partnering contractors on site enabling the council to take immediate action should the situation arise. Both the Framework and partnering contracts allow council officers to use different procurement routes to deliver the council's major work programme. The expiry date for the partnering contracts is 13 June 2022.
19. As a landlord, the council needs to have as many resources as possible available to ensure work continuation during and post Covid-19 especially in light of the emergence of a new variant of Covid-19. As the major works partnering contracts do not cover the whole of the borough (expiring in June 2022) and cannot be used as a complete alternative, it is essential that this Framework is extended for 12 months. This extension will help ensure that major works required are delivered without delays, the council meets its Fairer Future commitments and given the continuing uncertainties with Covid-19, Brexit and the construction industry, can be used to deal with unforeseen eventualities, such as labour shortage as a result of Covid-19, which may be exacerbated by self isolating contractors, furlough of staff, shortage of supplies, or it not being financially viable for companies to stay afloat or for other health and safety reasons, for example, fire safety or structural works.
20. The Framework contractors are already working with suppliers and sub-contractors by adhering to strict site protocol measures to deal with Covid-19 and post the Covid-19 period and having a range of available contractors to work with the council can deal with resourcing issues in advance is a great benefit. In light of the ongoing situation, all Framework contractors are required to produce specific risk assessments for each scheme in order for works to commence.

Future Proposals for this Service

21. It is now anticipated that the new major works contracts will be in place by February 2022 to cover the whole of the borough.
22. The new procurement process is currently underway with a significant amount of work already done i.e. documentation preparation such as specifications and example projects, soft market testing carried out in order to evaluate the viability of the market before tenders go out as most companies and local authorities will begin procuring on a larger scale this year which could result in fewer tender submissions being received for this new procurement exercise and a social value pre-market engagement webinar. At this time, it is difficult to give exact timescales because of the need to deal with current and urgent Covid-19 related issues and it is anticipated that the procurement will take at least 12 months to procure. It is considered prudent to ensure that the council, as a landlord, has as many resources available to assist it to ensure work continuation during and post Covid-19 whilst these new contracts are procured and operational.
23. The anticipated timetable key dates for the new procurement process is:
 - a. PQQ issued Feb 2021
 - b. ITT issued March 2021
 - c. NOP Nov 2021
 - d. Cabinet approval Jan 2022
 - e. Contracts start Feb 2022

Alternative Options Considered

24. The following alternative options to this extension were considered by Asset Management:
 - Do nothing: not viable as this would have severe implications on the council's ability to deliver major works projects, including the main housing programme.
 - Tendering: not viable as it would not guarantee a consistent quality of service, as long term relationships cannot be built up with well performing contractors and it is a major procurement exercise on each individual scheme. Furthermore, the process was deemed to take too long, particularly for contracts over the EU limit and coupled with Covid-19.
 - Maximising the use of the partnering contracts until they expire: this will be done.
 - Using other frameworks, such as South East Consortium (SEC): using the council's own Framework is preferable, as the council has directly selected the Framework contractors.
 - Bring the work in-house: there is no team in-house who could undertake this level of refurbishment work
25. There is a solution in place for a new procurement exercise as highlighted in paragraphs 21-23 above.

Identified risks for the Variation

26. The table below identifies the risks associated with this extension, the likelihood of occurrence and the control in place to mitigate the risks:

Risk No.	Risk Identified	Risk level likelihood	Mitigation
R1	Contractors are not able to deal with the new workload.	Low	Contractors have sufficient staff to continue the contracts.
R2	Contractors cease trading, go into administration or liquidation.	Medium	<p>A financial check of all Lot 1 providers was undertaken on 16 October 2020. All providers are very low risk, with credit ratings ranging from 95% - 99%.</p> <p>A financial check of all Lot 2 providers was undertaken on 16 October 2020. The Lot 2 providers are low risk with satisfactory credit ratings, with the exception of one provider, who has a high risk credit rating of 21%.</p> <p>The financial rating of this contractor is not currently adequate. As such, this risk will be mitigated by doing a financial check if they are to win a mini competition, as well as one done prior to tender if the scheme is above £3.5m.</p> <p>The financial impact would be alleviated as the council always pays contractors in arrears.</p>
R3	Possible risk of challenge for not undertaking a full procurement exercise.	Low	Regulation 72(1)(e) of the Public Contracts Regulations 2015 (PCR 2015) amended by Public Procurement (Amendment etc.) (EU Exit) Regulations 2020 will be relied upon for this variation.
R4	Performance slipping in final 12 months of Framework.	Low	Contract monitoring is robust, as set out in paragraphs 30 to 34.
R5	Covid-19 implications	Medium	If any new packages of works are ordered whilst Covid-19 is still a challenge, packages will be let to ensure that there is no possibility for claims by contractors, for example, for additional preliminaries costs due to delays on contracts.

			<p>Standard Covid-19 implications which apply to all construction works, such as social distancing, will be covered by specific risk assessments on each site. Only external works and urgent internal works, such as fire alarm fittings, are being completed at this time. This level of construction is allowed during the new lockdown.</p> <p>The council is working with contractors to determine the best way they can achieve training targets with students not physically able to attend college during the Covid-19 period.</p>
R6	Brexit risk of disruption to supply chain following UK's departure from the European Union	Medium	<p>Monitoring government notices regarding trade negotiations and import tariff proposals.</p> <p>Contract managers and quantity surveyors to liaise with contractors regarding their supply chains in respect of tariffs, administration costs and budgetary impacts.</p> <p>Contract managers to liaise with contractors to ensure that measures are taken to ensure continuous component supply where they are obtained from the EU.</p>
R7	Contractors not tendering at each mini competition opportunity.	Low	<p>The risk of low return from contractors is low, as the majority of Lot 1 and 2 contractors tender for every mini competition opportunity. In addition, this is monitored by officers.</p>
R8	Further contractors dropping out of the framework.	Low	<p>All of the contractors have confirmed that they wish to stay in the Framework for another 12 months.</p>

Policy implications

27. The extension of the Framework will help the council continue to deliver on one of its Fairer Future commitments, that of providing good quality, affordable homes for all residents. It will continue to help deliver the QHIP. The delivery of this

programme and the housing investment programme as a whole is subject to the availability of resources to fund it.

28. Contractors are required to comply with the council's Fairer Futures Procurement framework, which requires companies to report on the gender and BAME pay gap.

Contract management and monitoring

29. The council's contract register publishes the details of all contracts over £5,000 in value to meet the obligations of the Local Government Transparency Code. The Report Author must ensure that all appropriate details of this procurement are added to the contract register via the eProcurement System.
30. The performance of the Framework contractors and any commitments made in their bids is monitored by the Investment team. As previously mentioned, all Framework contractors are performing well. There are specific Key Performance Indicators (KPIs) included in each call-off contract relating to areas of time, cost and quality. KPIs are produced for asset management staff concerning their performance on a quarterly basis and these show that the Framework contractors are performing well in terms of quality, value for money, health and safety, and timeliness in particular. All of the Framework contractors have confirmed they will be taking their inflation allowance allowed for in the call-off contract.
31. The spend and performance on the call-off contracts is monitored by the Director of Asset Management and reported regularly to the repairs and major works core group led by the Lead Cabinet Member for Housing Management and Modernisation. Although the Framework can cover a range of projects within the council, in practice it has been mainly designed and used for the works run by the Investment team and priority will therefore be given to those programmes, although other departments within the council are able to use the Framework if capacity is available. The Framework contractors' performance will be monitored more closely as the Framework nears completion to ensure they maintain a high level of performance. Performance review reports will continue to go to Departmental Contract Review Board (DCRB) and Corporate Contracts Review Board (CCRB) annually in line with Contract Standing Orders.
32. Overall, the Framework contractors performed well in Quarters 1 and 2 of 2020/21.
33. In the first and second quarters of this financial year, all Framework contractors performed well with regards to time requirements for completing works. All have excelled as considerate contractors. None of the Framework contractors have defaulted on their call-off contracts. The contractors have confirmed they will maintain their original tender rates, or lower, with the addition of building inflation as allowed for in the contracts.

Community Impact Statement

34. Having a consistent set of contractors working in the borough has improved the quality of service and has also ensured that they work comprehensively with the community.
35. The Framework contractors have shown a commitment to making a positive impact in the communities in which they work. For example, A&E Elkins Ltd in Lot 1 provided internal and external redecoration to the value of £1500

to the Southwark Pensioners' Centre in preparation of re-opening in September 2020 and Saltash Enterprises Ltd in Lot 1 have given away two bikes to Arica Estate residents in September 2020.

Social Value considerations

36. 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. The social value considerations included in the tender (as outlined in the Gateway 1 report) are set out in the following paragraphs in relation to the tender responses, evaluation and commitments to be delivered under the proposed contract.

Economic considerations

37. By separating the Framework into different Lots, this has meant that there is a balance between small, medium and large sized firms being given the opportunity to tender for some of the work available in the Lots. The Framework contractors have brought local job opportunities for the community as well as tendering opportunities for local suppliers and sub-contractors. For example, Alltype Roofing and London Fire Solutions Ltd (sub-contractor) were contracted by A&E Elkins Ltd. Engie Regeneration Ltd contracted CDP Plumbing Ltd and Hi LO Scaffolding Ltd as sub-contractors as well as Jewson Southwark as suppliers.
38. There are parent company guarantees in place; however these have not been required to be used.

Social considerations

39. The Framework contractors are paid in accordance with the London Living Wage and have equality policies that conform to the council's standards. The application of these policies is reviewed for compliance as part of the Framework annual review. Each of them is required to employ apprentices and provide training and employment opportunities for Southwark residents. They must comply with the requirements of the Employment Relations Act 1999 (Blacklists) Regulations 2010 ("the Blacklists Regulations) and shall ensure that they will not during the Term/Contract Period/provision of the Works be a party to or concur in any discriminatory employment practice which could be construed as blacklisting or boycotting any person who has sought employment with the contractors in breach of the Blacklists Regulations.
40. All Framework contractors have achieved or exceeded the Local Employment Quota and Apprenticeship Quota, offering an apprenticeship or equivalent for every million pounds of work awarded, and will continue to do so throughout the duration of the contracts.

Environmental/Sustainability considerations

41. There are no specific environmental/sustainability considerations at this stage, however, environmental and sustainability considerations are included within the design of each specific scheme as appropriate.

Financial Implications

42. This report recommends the extension of the Major Works Framework until 15 February 2022. The estimated value of these contracts is £520m, which was approved in 2015. Contracts will continue to be awarded via mini competition which should ensure bids remain competitive during the extension period. All of these resources are contained within currently approved housing budgets.

Legal Implications

43. Please see supplementary advice from the Director of Law and Governance.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance

44. The strategic director of finance and governance notes the recommendations made in this report seeking approval from the Strategic Director of Housing and Modernisation to extend the terms of Lots 1 and 2 of the Major Works Framework for a period of 12 months to February 2022. Extension of the Framework will help ensure service continuity while the new procurement is completed and is not expected additional costs over and above the existing contractual terms. The cost of works awarded via the frameworks will need to be contained within that approved for the Housing Investment Programme.

Head of Procurement

45. This report seeks the approval of the Strategic Director of Housing and Modernisation for a variation to Lots 1 and 2 of the Major Works Framework to extend the term of the framework agreement for the 5 providers in each lot (detailed in paragraph 13) for a period of 12 months from 16 February 2021 to 15 February 2022. The proposed value of the variation to the term of the framework agreement does not exceed the total contract values approved in the current term as is set out in paragraph 11.
46. Lot 1 of the contract is for Main building works (low value schemes up to £3.5m) and Lot 2 for Main building works (high value schemes over £3.5m). The reasons for the extension are set out in the report and details in paragraphs 14 and 15.
47. The plans for the management and monitoring of the Framework Agreement are set out in paragraphs 29-33.
48. Paragraph 40 confirms that all contractors have delivered at least one apprentice per £1m of spend during the existing term and will continue to do so during the period of this extension.

Director of Law and Governance

- 49. This report seeks the Strategic Director of Housing and Modernisation's approval to extend two major works framework Lots which are being performed by 5 providers (Lot 1) and 5 providers (Lot 2) as listed in paragraph 13 of the report. This report sets out the extent of the extensions and the reason why an extension of 12 months is necessary. As there is no variation values associated to these extension provisions, the decision to approve this is reserved to the relevant chief officer (or under his delegated authority).
- 50. The nature of this variation is such that it is subject to the tendering requirements of the Public Contracts Regulations 2015 (PCR 2015) amended by Public Procurement (Amendment etc.) (EU Exit) Regulations 2020. Regulation 72(1)(e) of PCR 2015 permits contracts to be modified, irrespective of their value, if the modification is not substantial. The justifications for relying on regulation 72 are noted in paragraphs 16 to 20. Paragraph 22 of this report confirms that the new procurement exercise is underway with the aim for new contract(s) to be in place from Feb 2022.
- 51. The Strategic Director is advised that when relying on any ground for exemption from the requirements of PCR 2015, there is a potential risk of challenge on the basis that the council does not have sufficient grounds to justify negotiations in these circumstances. However, given that the new procurement exercise is underway, there is no additional spend associated with the extension provisions and the fact that the modification is not substantial coupled with the need for continuity of service, it is considered that the risk is low.
- 52. CSO 2.3 requires that a variation decision may only be made if the expenditure involved has been approved. Paragraph 42 of this report confirms the financial implications of this variation.

PART A – TO BE COMPLETED FOR ALL DELEGATED DECISIONS

Under the powers delegated to me in accordance with the council's Contract Standing Orders, I authorise action in accordance with the recommendation(s) contained in the above report (and as otherwise recorded in Part B below).



10 February 2021

Signature Date.....

Michael Scorer, Strategic Director of Housing and Modernisation

PART B – TO BE COMPLETED BY THE DECISION TAKER FOR:

- 1) All key decisions taken by officers
- 2) Any non-key decisions that are sufficiently important and/or sensitive that a reasonable member of the public would reasonably expect it to be publicly available (see 'FOR DELEGATED DECISIONS' section of the guidance).

1. DECISION(S)
As set out in the recommendations of the report.

2. REASONS FOR DECISION
As set out in the report.

3. ALTERNATIVE OPTIONS CONSIDERED AND REJECTED BY THE OFFICER WHEN MAKING THE DECISION
n/a

4. ANY CONFLICT OF INTEREST DECLARED BY ANY CABINET MEMBER WHO IS CONSULTED BY THE OFFICER WHICH RELATES TO THIS DECISION *
None

* Contract standing order 6.6.1 states that for contract Variations with an Estimated Contract Value of £100,000 or more, the lead contract officer (LCO) must consult with the relevant cabinet member before the decision is implemented.

5. NOTE OF ANY DISPENSATION GRANTED BY THE MONITORING OFFICER, IN RESPECT OF ANY DECLARED CONFLICT OF INTEREST
<i>If a decision taker or cabinet member is unsure as to whether there is a conflict of interest they should contact the legal governance team for advice.</i>
None

6. DECLARATION ON CONFLICTS OF INTERESTS

I declare that I was informed of no conflicts of interests.*

or

~~I declare that I was informed of the conflicts of interests set out in Part B4.*~~

(* - Please delete as appropriate)

BACKGROUND PAPERS

Background Papers	Held At	Contact
Gateway 3 Major Works Framework Extension (item 12)	Southwark Council, 160 Tooley Street, London SE1 2QH	Everton Roberts 020 7525 7221
http://moderngov.southwark.gov.uk/documents/s86134/Report%20Gateway%203%20Major%20Works%20Framework%20Extension.pdf		
Gateway 2 'open' Major Works Framework Contract (item 27)	Southwark Council, 160 Tooley Street, London SE1 2QH	Everton Roberts 020 7525 7221
http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=5140&Ver=4		
Gateway 1 'open' report Major works Contractor Framework approved by cabinet on 22 October 2013 (item 14)	Southwark Council, 160 Tooley Street, London SE1 2QH	Everton Roberts 020 7525 7221
http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4551&Ver=4		

APPENDICES

No	Title
None	None

AUDIT TRAIL

Lead Officer	David Hodgson, Director of Asset Management
Report Author	Nicky Sherborne, Service Development Office
Version	Final
Dated	01 February 2021
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 Governance	Yes	Yes
Cabinet Member	n/a	n/a
Date final report sent to Constitutional Team		10 February 2021