

APPENDIX 1

Item No.	Classification: Open	Date: 15 November 2021	Meeting Name: Strategic Director of Housing and Modernisation
Report title:	Gateway 2 - Contract Award Approval Procurement of a Delivery Partner (Developer Contractor) for the Tustin Estate Low Rise Redevelopment Programme		
Ward(s) or groups affected:	Old Kent Road		
From:	Director of New Homes		

RECOMMENDATION(S)

That the Strategic Director of Housing and Modernisation, in consultation with the Cabinet Member for Council Homes and Homelessness:

1. Approves the appointment of BY Development Ltd (trading as Linkcity) to provide pre-construction services through a Pre-Construction Services Agreement (PCSA) in the sum of £300,000 commencing on 22 November 2021 for an estimated period of 18 weeks.
2. Notes that, subject to successful conclusion of the PCSA, the council would have the option to award the Development Agreement to BY Development Ltd (trading as Linkcity) to deliver the Tustin Estate Low Rise Redevelopment Programme, subject to future Cabinet approval of a further Gateway 2 report.

BACKGROUND INFORMATION

3. The Tustin Estate Low Rise Redevelopment Programme is the outcome of a resident-led investment decision into low-rise homes on the Tustin Estate following a feasibility process and a resident ballot.
4. The programme comprises:
 - Demolition of 249 homes (200 council rented and 49 leasehold)
 - Construction of an estimated 689 homes including 200 replacement council homes, 220 additional homes made up of council rented and keyworker homes, 49 shared equity homes and 220 homes for private sale
 - Retention of the houses in Manor Grove
 - Refurbishment of 18 refurbished homes in Manor Grove
 - Development of a new park in the centre of the estate
 - Demolition and redevelopment of Pilgrims' Way School
 - New retail and business spaces

5. Further background information on the Tustin Estate Low Rise Redevelopment Programme is detailed in the Gateway 1 report dated 13 July 2021.
6. Cabinet agreed the procurement strategy for the Tustin Estate Low Rise Programme in July 2021, approving the use of a two-stage procurement process using the Pagabo framework. The two-stage process comprises of a PCSA to cover the pre-construction services, followed by a Development Agreement to cover the construction period. The PCSA period covers RIBA Stages 2 & 3 and concludes on planning submission.

Procurement project plan (Non Key decisions)

Activity	Completed by/Complete by:
Briefed relevant cabinet member (over £100k)	20/05/2021
Approval of Gateway 1: Procurement Strategy Report	13/07/2021
Completion of tender documentation	20/08/2021
Date contract advertised	23/08/2021
Closing date for expressions of interest	07/07/2021
Completion of short-listing of applicants	23/07/2021
Invitation to tender	06/08/2021
Closing date for return of tenders	17/09/2021
Completion of evaluation of tenders	11/10/2021
DCRB Review Gateway 2: Contract award report	18/10/2021
CCRB Review Gateway 2: Contract award report	28/10/2021
Approval of Gateway 2: Contract Award Report	12/11/2021
Debrief Notice	15/11/2021
Contract award	16/11/2021
Add to Contract Register	16/11/2021
Publication of award notice on Contracts Finder	16/11/2021
Contract start	22/11/2021
Contract completion date	31/03/2022

KEY ISSUES FOR CONSIDERATION

Description of procurement outcomes

7. The intended outcome of this procurement is for the council to obtain a robust contractor's proposal and pricing document in order to move to the second stage of the process.
8. In line with the Gateway 1 report, this outcome will be based on the council's detailed requirements that were set out in the tender documents, which included the Landlord Offer document approved by Cabinet on 19 January 2021 that sets out the commitments made to the community including around resident support, rehousing assistance, design quality and community engagement.
9. The scope of the PCSA is summarised below:
 - Contribute to design development and ensure its deliverability
 - Advise on buildability, sequencing, and construction risk
 - Advise on the packaging of the works (and the risks of interfaces between packages)
 - Advise on the selection of specialist contractors
 - Develop the cost plan and construction programme in consultation with the council
 - Develop the method of construction in consultation with the council
 - Obtain prices for work packages from sub-contractors or suppliers on an open book basis
 - Prepare a site layout plan for the construction stage showing temporary facilities
 - Draft the preliminaries for specialist and trade contractor bid documents
 - Assist with any planning requirements on matters concerning the build phase
10. During the PCSA period, the council will look to negotiate a Development Agreement with BY Development (trading as Linkcity) for the construction phase. It is not mandatory for the council to enter into such an agreement. The council reserves the right not to enter into a Development Agreement should the price for the main works contract not be acceptable and instead to commence a new tender process.

Key/Non Key decisions

11. This report deals with a non key decision.

Policy implications

12. The procurement of pre-construction services for the Tustin Estate Low Rise Redevelopment Programme is a critical step in delivering the redevelopment voted for by a majority of eligible residents in the resident ballot in early 2021.
13. The programme is aligned with 2020-22 Borough Plan commitments to deliver new council homes and ensure high standards.

14. The investment in the low-rise homes and the wider estate and the approach taken will help to deliver the following commitments within the council's long term Housing Strategy:

- Continue to deliver 11,000 new council homes at council rents
- Maximising the supply of other forms of genuinely affordable intermediate homes
- Reducing the environmental impact of delivering new homes to help deliver a carbon neutral and biodiverse Southwark
- Ensuring all new homes are of a high quality, including a mix of different types and sizes which respond to people's changing needs over time

15. The Fairer Future Procurement Framework commitments were applied to this procurement.

Tender process

16. London Lot 3c of the Pagabo developer framework was used for this procurement as the lot relates to primarily residential developments with a development value of over £40m.

17. In line with the Pagabo framework procurement process, an expression of interest exercise was undertaken to confirm the capacity and interest of the developers on the lot. Based on this exercise, four developers were proposed for shortlisting. This shortlist was reviewed and agreed by a panel consisting of the Tustin project manager, a representative from the council's external Project management team, a resident representative, the Head of Regeneration South and Director of New Homes. Four developers were invited to tender on 6 August 2021.

18. The tender process was managed by Pagabo and the council's external Project management team, in consultation with the council.

19. The quality questions were designed to test the approach to both the PSCA stage, as well as longer term commitments to the delivery stage of the project, and included key issues such as resident engagement processes, social value commitments and sustainability requirements.

20. For the cost submission, tenders were required to submit fees for the PSCA period, as well as developer's profit and financial rates for the delivery period.

21. During the tender period one developer withdrew their interest in submitting a bid due to resource issues across existing schemes which was unforeseen at the time of the Expression of Interest.

22. The remaining three developers submitted a tender by the deadline on 17 September 2021. Based on the scores outlined below, one developer was invited to a clarification interview. The interview panel included resident representatives.

Tender evaluation

23. As set out in the Gateway 1 report, the assessment of tenders was based on 50% / 50% quality / cost ratio. 10% of the quality score is attributed to social value.
24. The below evaluation panel was established to ensure the range of skills and experience required to effectively evaluate all elements of the tenders:

Organisation	Members	Evaluation area
Southwark Council	Head of Regeneration South, Senior Regeneration Manager and Tustin Project manager	All
Tustin Resident Project Group	Two residents	Quality submissions: Resident involvement, social value Interview
Open Communities	Independent Tenant and Homeowner Advisor	Quality submissions: Resident involvement, social value Interview
Pulse Consult	Founding Director and Director	All
Arup	Environmental Consultants	Quality submissions: Emissions
Greengage	Associate	Quality submissions: Sustainability

25. Training for residents was provided ahead of the evaluation process by Open Communities, the Independent Tenant and Homeowners Advisor.
26. Each member of the panel independently evaluated and scored the relevant questions. A series of meetings then took place, moderated by Pagabo, to agree a consensus score for each question.
27. The tender submissions were evaluated in line with the requirements of the Pagabo framework.
28. Quality submissions covered a range of areas and scores were weighted as below:
- Resident engagement (18%)
 - Social value (18%)
 - Contractor procurement (5%)
 - Programme (5%)
 - Adding value (18%)

- Experience (10%)
- Quality (5%)
- Rehousing (5%)
- Sustainability (16%)

29. Quality submissions were scored according to the following criteria:

0	No response is provided or the response is not relevant to the question.
1	The response significantly fails to meet the standards required, contains significant shortcomings and/or is inconsistent with other proposals.
2	The response falls short of achieving the expected standard in a number of identifiable respects.
3	The response meets the requirement in certain material respects and provides certain information which is relevant, but which is lacking or inconsistent in material respects.
4	The response meets the requirement in most material respects, but is lacking or inconsistent in some minor respects.
5	The response meets the requirement in all material respects and is extremely likely to deliver the required output/outcome.

30. For the cost evaluation, 25% of the mark was allocated to the most economical return for the PSCA period and 25% of the return was allocated to the developer's profit and financial rates for the delivery period

31. The outcome of the panel's evaluation of the submissions is provided below:

	Weighting	Bidder 1	Bidder 2	Linkcity
Quality including social value	50%	32.60%	29.10%	40.30%
Cost	50%	41.54%	24.68%	41.95%
TOTAL	100%	74.14%	53.78%	82.25%

32. Linkcity had the highest quality score and the highest cost score.

33. A full breakdown of both quality and cost scores for all tenderers is provided in the closed report and associated appendices.

34. The council's appointed Quantity Surveyor reviewed the commercial submissions to ensure costs submitted reflected current market rates and provided value for money.

35. The highest scoring tenderer was invited for interview for final clarification points. As set out in the framework, the interview is not a scored element and does not affect the scores. The interview included resident representatives and consisted of a number of members of the evaluation panel: the two residents, three council officers, two directors from the project management team and the Independent Tenant & Homeowner Advisor.

36. The panel was satisfied with the recommendation of Linkcity to be awarded the contract based on the final score.

Plans for the transition from the old to the new contract

37. Not applicable

Plans for monitoring and management of the contract

38. 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 will ensure that all appropriate details of this procurement are added to the contract register via the eProcurement System.

39. The Tustin project manager will monitor and manage the contract through regular contract meetings, with the support of the council’s externally appointed project management team.

40. Progress will be reported to the Tustin Resident Project Group and the Tustin Community Association.

Identified risks for the new contract

No.	Identified Risk	Likelihood	Risk Control
1	Procurement challenge	Low	<p>The procurement has been conducted in accordance with procurement the Public Contracts Regulations 2015. The council will comply with the framework terms to reduce the risk of challenge.</p> <p>Quality submissions were assessed individually and scores then agreed by consensus by all members of the evaluation panel.</p> <p>A thorough cost analysis has been carried out by the Quantity Surveyor and clarifications were issued to ensure costs could be effectively compared and scored. Cost submissions were also separately reviewed by the</p>

			external project management team's Quantity Surveyor.
2	The procurement process leads to excessive development and construction costs during the delivery phase	Low	<p>There are a number of safeguards within the PCSA to control costs for the delivery phase and ensure best value. These include:</p> <ul style="list-style-type: none"> • Open book clause in the PCSA requires the developer to obtain three quotes for each supply chain element. • The PSCA requires an independent surveyor to verify future sales values. These sales values will drive the Gross Development Value and the subsequent land value. • Overhead and profit margins are provided as part of the PCSA tender and cannot be exceeded at a later stage. <p>Additionally, the council's appointed Quantity Surveyor will witness the supply chain quotes and verify the value for money. The Quantity Surveyor will also verify construction costs.</p>
3	Conclusion of the PSCA process is delayed, causing delays to progression to Development Agreement stage and subsequent delays to start on site.	Low	The pre-construction process will be closely monitored and carefully managed by the internal council team and its external project managers. Pre-construction services can be delivered remotely and therefore are unlikely to be substantially affected by COVID-19.
4	Service provider becomes insolvent or no longer has the capacity to deliver scheme	Low	Robust financial assessments have been undertaken by Pagabo for framework appointment including independent financial and credit checks. Pagabo also tracks each developer's finances on a daily basis through a credit report service.

5	Following the completion of the PCSA, the council is not able to negotiate a satisfactory Development Agreement with the delivery partner, requiring re-procurement of a delivery partner	Medium	<p>A template Development Agreement is included within the framework so the terms of the agreement are understood, reducing legal timescales and costs.</p> <p>Quality submissions provided plans for the Development Agreement stage and the council therefore has a level of confidence that it is possible for a satisfactory Development Agreement to be negotiated. The council has assembled an experienced team to negotiate a Development Agreement.</p> <p>Additionally, as the council has directly appointed a design team to develop designs up to planning submission, the council will retain Intellectual Property for design. This enables the council to progress design outside of a Development Agreement if required.</p>
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41. Risks and mitigations for a future Development Agreement will be considered in detail in a future Cabinet report. These risks include potential delays to construction due to COVID-19 and potential increases in cost pressures due to Brexit.

Community, equalities (including socio-economic) and health impacts

Community impact statement

42. The procurement of pre-construction services, with a view to securing a delivery partner in the next stage, is a crucial step towards meeting the council's commitment to result of the resident ballot in which residents voted in favour of redevelopment. This will help to deliver high quality replacement council homes, additional homes and community facilities.

43. The tender documentation included the Tustin Resident Manifesto, which sets out what residents see as necessary to make sure residents benefit from the redevelopment. The Landlord Offer, which sets out commitments from the council to residents, was also included. Evaluation of tenders included an assessment of tenderers' understanding of and plans to deliver on these commitments across the quality submissions.

44. Residents have been involved throughout the procurement process as set out in the above paragraphs with residents participating in shaping evaluation criteria, scoring submissions and interviewing bidders. The tenderer's ability to ensure and coordinate meaningful resident engagement was a key element of the evaluation criteria in order to ensure that residents continue to be able to actively participate in the pre-construction process.

45. The impact of the construction process on the community and mitigations in place will be considered as part of the report presented to Cabinet to approve the Development Agreement.

Equalities (including socio-economic) impact statement

46. The council launched Southwark Stands Together (SST), a borough wide initiative in response to the injustice and racism experienced by Black, Asian and minority ethnic communities and to the inequalities exposed by COVID-19 pandemic. The redevelopment programme will align to the principles set out under SST and incorporate representation, inclusion and diversity throughout.
47. Section 149 of the Equality Act, lays out the Public Sector Equality Duty (PSED) which requires public bodies to consider all individuals when carrying out their day-to-day work – in shaping policy, in delivering services and in relation to their own employees. It requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities. The council's Approach to Equality ("the approach") commits the council to ensuring that equality is an integral part of our day-to-day business.
48. The redevelopment programme is informed by the Equalities and Health Impact Assessment (December 2020) at Appendix 1 and the pre-construction services element will be delivered in accordance with the action plan in this document.

Health impact statement

49. The redevelopment programme is informed by the Equalities and Health Impact Assessment (December 2020) at Appendix 1 and the pre-construction services element will be delivered in accordance with the action plan in this document.
50. The health impacts of the construction process on the community and mitigations put in place will be considered as part of the report presented to Cabinet to approve the Development Agreement.
51. The Tustin redevelopment has been selected by Arup, as part of a project funded by the Urban Health Initiative, to become an exemplar construction development in tackling of air pollution and improving air quality. This includes setting a target for a 30% reduction in emissions from Non-Road Mobile Machinery. Arup designed a quality question focused on emissions during the construction phase that was included in the tender process. The successful tenderer has made a commitment to meet this target and set out how this will be achieved.

Climate change implications

52. Given the impact of the construction industry on the climate emergency, the council has set high sustainability and carbon reduction ambitions for the Tustin development, in line with the council's Climate Change Strategy. The delivery partner will play a key role in delivering these ambitions as part of the design process.

53. The successful tenderer has set out the following commitments related to carbon emissions during the construction phase:

- Meeting London Energy Transformation Initiative (LETI) and UK Green Building Council (UK GBC) best practice
- Meeting the council's target of 1.9t per resident of operational carbon emissions
- A minimum of 25% reduction on baseline embodied carbon, aiming for 40%
- As set out above, 30% reduction in emissions from Non-Road Mobile Machinery

54. These commitments will be formally agreed and become contractually binding as part of a Development Agreement and specifications stipulated within the employers requirements will ensure that development activity is controlled in a way that positively contributes to achieving a reduction in emissions.

Social Value considerations

55. The Public Services (Social Value) Act 2012 requires that the council consider, 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.

56. At stage two the delivery partner will provide a social value offer that would be delivered during the construction phase. These commitments will be discussed with residents and will be agreed as part of a Development Agreement.

Economic considerations

57. The successful tenderer has set out a number of commitments to support the local economy during the construction phase. These commitments will be agreed as part of a Development Agreement.

Social considerations

58. As set out above, the successful tenderer has made commitments to support the use of local supply chain and create local employment opportunities as part of a construction programme.

59. The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, contractors and subcontractors engaged by the council to provide works or services within Southwark pay their staff at a minimum rate equivalent to the LLW rate. The successful tenderer has made a commitment to the payment of LLW to all directly and sub-contracted staff on the project.

Environmental/Sustainability considerations

60. Across the whole redevelopment project, the council's approach to procurement of the design, development and construction processes ensures a requirement to maintain and improve sustainability at each stage in the project.

61. The successful tenderer has set out the following commitments to ensuring sustainability during the construction phase:

- 90% (by weight) of non-hazardous construction, demolition and excavation waste will be diverted from landfill
- Minimising embodied carbon through bespoke Circular Economy bespoke approach
- 100% of timber products from legal and sustainable sources
- 100% of finishing elements with low Volatile Organic Compound (VOC) content to improve indoor air quality
- Use of Airlite paint, which purifies air by neutralising pollutants and harmful chemicals
- Designing buildings and public space to reduce the urban heat island effect
- Potable water use of no more than 105L/day per person in homes through reducing demand and use of low flow fittings and appliances, aiming for 60L/day where possible
- All homes to have smart meters to collect energy consumption data to make more efficient use of resources

62. These commitments will be formally agreed and become contractually binding as part of a Development Agreement and specifications stipulated within the employers requirements will ensure that development activity is controlled in a way that positively contributes to achieving sustainability.

Market considerations

63. The successful tenderer is a private organisation that operates out of the UK and is part of Bouygues UK that is wholly owned by Bouygues Bâtiment International, a subsidiary of Bouygues Construction which is based in France.

64. The successful tenderer has under 50 employees. Its international parent group has over 50,000 employees.

65. The successful tenderer has a national area of activity.

66. The successful tenderer has made commitments to implement local labour and supply commitments which would be formally agreed as part of a future Development Agreement.

Staffing implications

67. There are no additional staffing implications. Staffing needs will be met through existing structures.

68. External project management and Quantity Surveyor services have been appointed to support the delivery programme.

Financial implications

69. The fee for pre-construction services is £300,000. This is considerably lower than the anticipated value of £1.5m as set out in the Gateway 1 report which was based on an early estimate of potential costs. As the council has separately procured design services for RIBA Stages 2 & 3, the PCSA costs will be lower than a typical PCSA which would usually include design fees.

70. Costs will be incurred across financial years 2021-22 and 2022-23. The schedule of fees will be established within the contract agreement.

71. The spend profile for financial years 2021-22 and 2022-23 is as below:

2021-22 - £50,000
2022-23 - £250,000

72. As set out in the Gateway 1 report, there is a framework fee of 1% of the PCSA cost to Pagabo, equating to £3,000. This fee is payable by the council to Linkcity, which would be subsequently passed onto Pagabo. Further to this, there is a fixed fee of £150,000 payable to Pagabo upon successfully entering into a Development Agreement with the preferred contractor. The council is not committed to this fee at this stage and the treatment of this will be agreed as part of the detailed Development Agreement terms and set out within a future Gateway 2 report to Cabinet to approve the Development Agreement.

73. The costs of this procurement will be met from the Tustin Estate Low Rise Redevelopment Programme approved at Cabinet on 13 July 2021, which secured funding from the Housing Investment Programme of an estimated £14.14m.

Investment implications

74. Please see advice from the Strategic Director of Finance and Governance below.

Legal implications

75. Please see advice from the Director of Law and Governance below.

Consultation

76. Consultation on the delivery partner tender process took place with the Tustin Resident Project Group and the Tustin Community Association. Residents were members of the evaluation and interview panel and took a prominent role in evaluating submissions.

Other implications or issues

77. None.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (H&M 21/094)

78. This report seeks the approval Strategic Director of Housing and Modernisation, in consultation with the Cabinet Member for Council Homes and Homelessness to appoint BY Development Ltd to provide pre-construction services for the Tustin Estate Low Rise Redevelopment Programme at cost of £300,000. The Strategic Director of Finance and Governance notes that this award provides the council with the option to award the Development Agreement to BY Development Ltd (to deliver the Tustin Estate Low Rise Redevelopment Programme, subject to future Cabinet approval of a further Gateway 2 report. The financial implications section of the report sets out how the cost of the procurement will be met.

Head of Procurement

79. This report seeks approval from the Strategic Director of Housing and Modernisation, in consultation with the Cabinet Member for Council Homes and Homelessness, to award the Tustin Estate Low Rise Redevelopment Programme to BY Development Ltd (trading as Linkcity) to provide pre-construction services through a Pre-Construction Services Agreement (PCSA) at a cost of £300k commencing on 22 November 2021 for a period of 18 weeks.

80. The Strategic Director of Housing and Modernisation, in consultation with the Cabinet Member for Council Homes and Homelessness, notes the tender process is detailed in paragraphs 16 to 26 via the Pagabo Framework which is allowable under the Public Contract Regulations 2015 and the councils Contract Standing Orders (CSO), management and monitoring of the contract are detailed in paragraphs 38 to 40, risks are detailed in the table between paragraphs 40 to 41, impacts on equalities, health and

climate are detailed in paragraphs 46 to 54. There no social value commitments.

Director of Law and Governance

81. The Director of Law and Governance notes the contents of this report which seeks the approval of the Strategic Director of Housing and Modernisation to the award of a preconstruction services agreement (PCSA) to BY Development Limited, (trading as Linkcity) using Lot 3c of the Pagabo Developer Led Framework in the sum of £300,000 commencing 16 November 2021 for an estimated period of 18 weeks.
82. The Strategic Director for Housing and Modernisation is requested to note that subject to successful conclusion of the PCSA, the council would have the option to award a development agreement to BY Development (trading as Linkcity) to develop the Tustin Estate Low Rise redevelopment Programme, subject to a future Cabinet approval of a further Gateway 2 report.
83. On the basis of the information contained in this report it is confirmed that this procurement was carried out in accordance with the council's Contract Standing Orders (CSOs) and the Public Contracts Regulations 2015.
84. As this procurement is based on a two-stage tender, this Gateway 2 report seeks approval for stage 1 of the tender process, i.e. the pre-construction stage. As noted in paragraph 2 of this report, a separate Gateway 2 report will be sought for stage 2 of the tender process in the event that the council decides to award a development agreement to the successful tenderer for the construction of the Tustin Low Rise Redevelopment Project. As highlighted in paragraph 10 of this report, the council reserves the right not to enter into a development agreement if the price for the main works is not acceptable and instead to commence a new tender process
85. The description of the tender procurement outcomes are outlined in paragraphs 7 to 9 of this report, which include a summary of the scope of the PCSA. Details of the tender process are set out in paragraphs 16 to 22 of this report. How the tenders were evaluation are set out in paragraphs 23 to 35.
86. Paragraph 31 and 32 confirms that Linkcity has the highest score for both quality and price and paragraph 36 states that the evaluation panel were satisfied with the recommendation to award the contract to Linkcity based on the final score.
87. Plans for monitoring and management of the contract are outlined in paragraph 38 to 40 of this report.
88. CSO 2.3.1 provides that a contract may only be awarded if the expenditure has been included in approved revenue or capital estimates or has been otherwise approved by, or on behalf of the Council. Paragraph 73 of this

report confirm how the proposed contract will be funded.

Director of Exchequer (for housing contracts only)

89. Not applicable

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).



18 November 2021

Signature Date.....

Michael Scorer, Strategic Director of Housing and Modernisation

BACKGROUND DOCUMENTS

Background documents	Held At	Contact
Gateway 1 - Procurement Strategy Approval Procurement of a Delivery Partner (Developer Contractor) for the Tustin Estate Low Rise Redevelopment Programme	Constitutional Team / Tooley Street	Paula Thornton Paula.thornton@southwark.gov.uk
https://modern.gov.southwark.gov.uk/documents/s99985/Report%20Tustin%20Low%20Rise%20Re-development%20Delivery.pdf		

APPENDICES

No	Title
Appendix 1	Equalities and Health Impact Assessment (December 2020)

AUDIT TRAIL

Lead Officer	Head of Regeneration South	
Report Author	Susan du Toit, Tustin Project Manager	
Version	Final	
Dated	15 November 2021	
Key Decision?	No	
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
Director of Exchequer (for housing contracts only)	No	No
Cabinet Member	Yes	Yes
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes

Corporate Contract Review Board	Yes	Yes
Cabinet	No	No
Date final report sent to Constitutional/Community Council/Scrutiny Team		n/a