

Item No.	Classification: Open	Date: 2 June 2023	Meeting Name: Cabinet Member for Communities, Equalities and Finance
Report title:		Gateway 1 Procurement Strategy Approval New contract for Council for Voluntary Services (CVS) and volunteering: 2024 onwards	
Ward(s) or groups affected:		All wards	
From:		Director of Communities	

RECOMMENDATION

1. That the Cabinet Member for Communities Equalities & Finance approves the procurement strategy in this report for the delivery of a Council for the Voluntary Sector (CVS), infrastructure and volunteering, through a single supplier negotiation with Community Southwark for a total annual sum of £401,283 over a period of up to five years (4+1 years) 1 April 2024 to 31 March 2029, making a total fixed contract sum of £2,006,415.

BACKGROUND INFORMATION

2. The current contract with Community Southwark (CS) ends in March 2024 with no option for extension. It provides the following services:
 - Council for the Voluntary Sector (CVS): Voluntary & Community Sector (VCS) support and representation
 - Infrastructure: Build the capacity and capabilities of Southwark's VCS groups
 - Volunteering: Supporting residents to know about volunteering and engage in volunteering
3. This contract has a very wide scope and scale. The service covers the whole borough, all its VCS organisations and all residents, as well as having relationships with most council departments and other public sector organisations.
4. Community Southwark hold a separate contract to provide statutory Healthwatch services that ends in 2026. This planned procurement does not affect this contract.

Summary of the business case/justification for the procurement

5. There is strong cross-council agreement on the value and quality of the service. The current CVS is commissioned to support voluntary sector organisations to play a full part in the civic life of Southwark. Its leadership role in Southwark makes it a key strategic partner for both the council and NHS South East London Integrated Care Board (ICB).

Market considerations

6. A market research exercise has been carried out regarding the CVS procurement routes and experiences of other London boroughs showed that the market for these services is still extremely limited. When the current CVS contract was tendered in 2016 following an open procurement procedure in Southwark, only one bid was received.
7. Local knowledge and effective local relationships within the VCS are critical to the effectiveness of the services to be provided. Providers from other boroughs would not be able to offer the same level of local knowledge or established relationships. Each London borough has only one CVS provider for these services. Evidence from recent similar CVS procurement exercises in other boroughs suggests no other organisations would enter the market when there is an established and well-regarded service provider, and it is unlikely that any new entrant would be able to demonstrate local knowledge or established relationships.

KEY ISSUES FOR CONSIDERATION

Options for procurement route including procurement approach

8. The following options were considered by the council's community and voluntary sector engagement team, before determining the procurement strategy set out in this report:
 - Do nothing - this is not an option for the council as services are required as set out in business case section of this report.
 - Carrying out a competitive tender exercise – this was considered but rejected due to there being only one supplier in the market, satisfaction with the current provider and the need for local knowledge.
 - Bring these services in-house –It is essential that the services commissioned are external from and independent of the council. Providing the resource or expertise from within the council to undertake this type of service would mean that this primary objective would not be met. A key objective is that the services are able to facilitate and promote community engagement through representative bodies.
 - Use an internal or external framework agreement - the council does not have any existing framework agreements in place for these types of services that cover this area and there are no external arrangements that meet the council's requirements.

- Shared services – it is not viable to seek a joint procurement with neighbouring boroughs as other boroughs do not procure a like for like service and there are differences in provision, budgets and timelines.
- Single Supplier Negotiation – with the current provider which is the agreed procurement approach.

Proposed procurement route

9. Although the value of this service is above the Light Touch Regime services threshold of £663,540 (Public Contracts, VAT inclusive) it is proposed that the council undertake a single supplier negotiation with CS for the following reasons:
 - The lack of any viable, potential alternative suppliers in Southwark as evidenced under the Market Considerations section above. When this service was market tested in 2016, only one bid was received. Since then subsequent market research suggests that there is no evidence to indicate that other potential providers are entering the market to manage localised schemes of this nature.
 - Recognition from market research that it will not be possible to achieve any substantial value for money (VFM) savings by launching a competitive tender that includes Price as well as Quality weightings.
 - High levels of satisfaction with performance of the current provider from a wide variety of groups and organisations and through contract performance monitoring.
10. A market research exercise revealed that other London boroughs such as Haringey, Croydon and Barnet have also used their contract standing order (CSO) exemptions to procure this service via a single supplier negotiation for the same market considerations. In addition, almost half of those London boroughs who fund a CVS procured these services by direct grant funding of one or more local organisations to provide the services currently delivered by Community Southwark.
11. Contract standing orders require that for contracts above the threshold value, there is a requirement to comply with the Public Contract Regulations 2015 following a publicly advertised competitive tendering process. However CSO 6.8 provides that where there are exceptional circumstances which means that the usual procedures cannot be followed, written approval must be obtained in advance through a gateway report setting out the circumstances and why the usual requirements cannot be followed. Examples noted in CSO 6.8.2(b) include where those circumstances are covered by legislative exemptions.
12. The service specification will deliver on the CVS, infrastructure and volunteering service areas as detailed below:

- Voice, representation, challenge, leadership and influence for the VCS in Southwark. It promotes social action and a voice for communities. It acts as a convening body facilitating effective communication, networking/collaboration amongst local VCS organisations and community groups e.g. Provider-Led Thematic Groups, Southwark Voice, Local Care Networks and enables the delivery of outcomes through partnerships and relationships with the council and NHS South East London ICB, public bodies and businesses
- Facilitating service improvement in VCS organisations/emerging groups to meet needs, build capacity and infrastructure that connects communities and delivers quality services, having robust and sustainable finances
- A co-ordinated approach to high quality volunteering opportunities for residents and other stakeholders, matching volunteers with VCS organisations, employer supported volunteering and mentoring services with professional and academic bodies

Identified risks for the procurement

13. The table below identifies risks associated with this procurement strategy and controls to mitigate the risks.

Risk No.	Risk Identified	Risk level	Mitigation
R1	Possible risk of challenge for not undertaking a competitive tender exercise.	Low	Market research shows the market is extremely limited for these services for technical reasons. See also concurrents from Assistant Chief Executive (Governance & Assurance) and Head of Procurement below.
R2	Ongoing sustainability of the organisation.	Low	Financial checks carried out and ongoing monitoring of governance and financial viability
R2	Failure to deliver on the specification and/or provider failure.	Low	The current provider has a proven track record of delivery, but if there was a failure the contract could be divided into smaller parts. E.g. volunteering support, CVS function.

Key /Non Key decisions

14. This report deals with a Non Key decision.

Policy Framework Implications

15. The delivery of this contract supports several priorities and commitments to the people of Southwark set out in the Council's Delivery Plan 2022-2026:

- Transforming our borough
- A thriving and inclusive economy
- A healthy environment
- Quality, affordable homes
- Keeping you safe
- Investing in communities
- Supporting families

16. These priorities are also supported by joint work between CS, the VCS and Partnership Southwark to tackle the causes of inequality and improve the health and wellbeing of local residents. Community Southwark have a seat on the Partnership Southwark Leadership Forum alongside representatives from Primary Care Networks, Hospital Trusts, the council and NHS South East London ICB.

17. As a key partner, the VCS is helping to shape local priorities and provide services to address them. This service will support achievement of the following Southwark strategies:

- a. Economic Strategy 2022-2030
- b. Southwark's Joint Mental Health and Wellbeing Strategy 2022-2027
- c. Cultural Strategy
- d. Southwark 2030

18. Community Southwark and the council have created the "Supporting Active Communities, Volunteer Strategy for Southwark 2021 – 2024", that will

- Increase awareness and knowledge of volunteering
- Provide appropriate support to organisations that host volunteers
- Make volunteering inclusive, accessible meaningful and valued

19. The VCS is playing a key role in supporting communities with national policy change including Welfare Reform. The Care Act 2014 sets out a key role for the voluntary sector to support the council and local residents to meet its requirements.

20. This contract supports the council in actively promoting cohesion in the context of Southwark's diverse communities. It also assists the council to meet its public sector equality duty (PSED) 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. This includes by their externally funded VCS Support Officers for Ethnic Minority-Led Groups as well as via their support of Southwark's Race, Ethnicity and Cultural Heritage (R.E.A.C.H) Alliance. They have also worked to improve

the diversity of their own Board of Trustees, as well as offering advice to other organisations also wishing to do so.

Procurement project plan (Non Key decisions)

Activity	Complete by:
DCRB Review Gateway 1:	05/04/2023
CCRB Review Gateway 1:	20/04/2023
Brief relevant cabinet member (over £100k)	30/01/2023
Approval of Gateway 1: Procurement strategy report	31/05/2023
Completion of documentation for SSN	01/06/2023
Issue documentation brief for SSN	06/06/2023
Completion of clarification meetings/presentations/evaluation interviews	20/06/2023
Completion of evaluation of tender (SSN)	11/07/2023
DCRB Review Gateway 2: Contract award report	02/08/2023
CCRB Review Gateway 2: Contract award report	10/08/2023
Approval of Gateway 2: Contract Award Report	21/08/2023
Contract award	04/09/2023
Add to Contract Register	18/09/2023
Place award notice on Find a Tender Service	25/09/2023
Place award notice on Contracts Finder	25/09/2023
Contract start	01/04/2024
Initial Contract completion date	31/03/2028
Contract completion date – if extension(s) exercised	31/03/2029

TUPE/Pensions implications

21. The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) will not apply on re-procurement by a single supplier negotiation because the identity of the provider (and employer) will not change.

Development of the tender documentation

22. The current CVS service specification is being updated in relation to legislative and structural changes as well as learning from stakeholder consultation, monitoring and review exercises. Activity and outcomes will also be mapped to Southwark's Common Outcomes Framework. The services contract will be used consisting of specific terms, general terms, pricing schedule and service specification.

23. As this is a single supplier negotiation based on updated existing contract arrangements, the documentation required is: (1) revised specification (2) revised pricing document (3) the council's standard terms and conditions. These will be drawn up and updated following advice from procurement and legal officers.

Advertising the contract

24. Not applicable

Single supplier negotiations

25. If approved, single supplier negotiations will take place with Community Southwark between officers and their Chief Executive. The threshold will be a fixed maximum annual value of £401,283 per annum. An evaluation meeting will be held afterwards to assess the council's satisfaction with their statements on the key areas for negotiations listed in the paragraph below.

26. The community and voluntary sector engagement division will lead the negotiations and focus on:

- Service specification and service requirements
- Quality Assurance arrangements
- KPIs and performance reporting format and schedule
- Pricing schedule
- Exit strategy

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

Community impact statement

27. Infrastructure services and the organisations that provide them play a key role in promoting equalities and diversity by providing a range of services to organisations meeting the needs of Southwark's diverse communities. The council recognises the importance of having organisations that support and enable emergent, excluded and minority communities to access mainstream services that enable them to fully participate as citizens. The service

specification specifically refers to the ability to engage and support with groups in the protected characteristic areas.

28. Infrastructure services promote inclusive and cohesive communities by working with the VCS and supporting them to engage with the council by:

- Facilitating consortium arrangements for contracting opportunities
- Brokering access to suitable premises for new organisations
- Providing tailored capacity building including fundraising, business planning, governance and financial viability
- Facilitating charity start-up
- Disseminating information to members
- Delivering targeted training for VCS organisations

29. Key Performance Information presented at quarterly monitoring meetings evidences a good level of performance with clear plans to address any areas for improvement. Examples of good performance include:

- Response to COVID-19 pandemic e.g. Public Health funded Health Ambassadors and support for Mutual Aid Groups
- Increasing membership to over 900 local organisations and networks. This covers a wide range of services including Social Welfare, Advice & Legal Support, Arts & Culture, Campaigning, Community, Environment & Conservation, Volunteering, Faith and Housing & Homelessness
- Running annual volunteer celebratory event at the Tate Modern: Southwark Stars and volunteers' week
- During 2021-22, CS gave funding bid advice to local organisations that led to the latter securing funding of around £271,000

Equalities (including socio-economic) impact statement

30. As mentioned above, this service assists the council to meet its public sector equality duty (PSED) and has also enhanced its focus on offering support to small and emerging groups, as well as those by and/or for those from Black, Asian and Minority Ethnic backgrounds. See also the Community impact statement.

31. As mentioned below under Consultation, the recent Community Southwark member survey showed 80% satisfaction with their services amongst the ethnic minority led VCS.

32. CS has been working to improve the diversity of both its own and member Trustee Boards to make them more representative of the communities they serve. It is also working with the council and Olmec (an organisation who support Black, minoritised, and racialised people into jobs, enterprises and boards) as part of the Southwark Stands Together Programme. This provides Black, Asian and Minority Ethnic staff the opportunity to become a Trustee

Board member through the Black on Board Programme. CS staff and its network chairs are on the Equalities Grants advisory board helping to co-produce this programme.

Health impact statement

33. Community Southwark also hold the contract to deliver the local Health Watch service where the health and wellbeing of Southwark residents is at the core of its work. It played a leading role in responding to the COVID-19 pandemic including the Community Hub and supporting mutual aid groups. It is also the key managing partner in the council's Cost of Living Fund Local Welfare Assistance Welfare Scheme via a contract with finance department.

34. Community Southwark has worked with Local Care Networks to develop social prescribing that aims to prevent problems from getting worse and supporting connected and healthier communities to:

- improve integration of health and care services
- achieve better patient experience
- achieve better health outcomes

35. Community Southwark hosted the Southwark Food Action Alliance of local food providers and distributors, charities and community partners, residents, businesses, and public sector representatives that aims to increase food security in the borough.

Climate change implications

36. Community Southwark has an organisational environmental policy. It shows how the organisation recognises that all its activities have environmental impacts and sets out steps that its management, staff and volunteers can take to reduce these related to waste, energy, transport and purchasing.

Social Value considerations

37. 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 details of how social value will be incorporated within the tender are set out in the following paragraphs.

Economic considerations

38. Infrastructure services play a key role in supporting the capacity of the VCS to fulfil its potential to generate economic activity and benefit alongside the

private and public sectors. The VCS is a major employer in Southwark and through its close links with communities offers skills training, volunteering and employment opportunities to reduce economic inactivity and promote economic independence, entrepreneurship and wellbeing. This contract enhances the capacity and capability of the VCS to attract inward investment and contribute to a dynamic economic landscape in Southwark.

39. Research by Rocket Science for the council's 2021 Community Investment Review showed that around £87m of community investment came into the borough over a two year period from national, regional and local funders of the borough's civil society.
40. Community Southwark estimate that they helped secured funding of around £270,000 for the local VCS in 2021-22 via direct support with applications. In the same year CS achieved an income of £284,000 from non-council funding e.g. grants, trading, and donations.
41. Community Southwark partners with the council to deliver support for residents. It secured £55,000 for the council's warm hubs project and supported the council with over 60 new referral partners for the Cost of Living Fund. Voluntary community groups made over 11,000 referrals to the fund.
42. Community Southwark meets its undertaking to apply the London Living Wage to this contract.

Social considerations

43. The service improves outcomes for residents in the areas of well-being and independence, skills, training and employment, access to justice and access to community premises.

Environmental/Sustainability considerations

44. See comments on Community Southwark's environmental policy above in Climate change implications paragraph.

Plans for the monitoring and management of the contract

45. 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.
46. The service areas will be monitored by commissioning officers in the council's communities division.

47. Community Southwark and a commissioning officer will hold two monitoring meetings at six week intervals for the first three months of the contract. This will then be reduced to quarterly for the remainder of the year dependent upon satisfactory progress in achieving the outcomes as defined in the service specification. The council maintains the right to increase or decrease the frequency of these monitoring meetings dependent on performance. The provider will be required to inform the commissioning officer as early as possible of any reasons that may prevent it meeting the above requirements.
48. Community Southwark will provide monitoring reports to the commissioning officers in an electronic format agreed with the council two weeks in advance of the monitoring meeting. The timetable for monitoring meetings, returning of reports and the format of reports will be confirmed once the contract is awarded.
49. Annual performance reviews will be taken to DCRB and CCRB in line with Contract Standing Orders.
50. As part of contract management the commissioning officers will follow good practice around proportionality and risk management and seek to minimise the burden on the service provider, while maintaining proper control of public money.
- The monitoring and review processes will focus on collecting evidence to demonstrate delivery of outputs and the extent to which outcomes are being achieved. It will include a mix of self-evaluation and submission of mandatory monitoring data including Key Performance Information (KPIs) that will be included in the service specification.
 - Payments will be made in advance on a quarterly basis subject to satisfactory performance, reporting and evidence. Failure to meet these requirements will result in payment being withheld until such time as evidence of rectification of performance is notified.
 - A service review will be carried out 18 months before the end of the contract to inform future commissioning.

Staffing/procurement implications

51. The letting of this new contract will have no staffing implications.

Financial implications

52. The funding for this service comes from the General Fund.

53. About 60% of the funding Community Southwark receives is from the council, including for HealthWatch and SESS. Public Health and Partnership Southwark also pay for additional services. The remainder of their income is from consultancy and training income, as well as grants from bodies such as the National Lottery Community Fund, City Bridge Trust and United St Saviours

54. There had been no inflationary uplift to this contract since it was first let in April 2016. However, in response to inflationary pressures an increase of around 5% in annual contract value has been agreed starting in 2023-24. This increase is included in the table below

55. Contract cost including and excluding VAT:

	Cost excluding VAT	Cost inclusive of VAT
Annual Cost	£401,283	£481,540
Total Cost (4+1 years)	£2,006,415	£2,407,698

56. The current budget on CE608 for the existing CVS contract for infrastructure and volunteering is sufficient to fund.

Investment implications

57. None.

Legal implications

58. Please see concurrent from the Assistant Chief Executive (Governance and Assurance).

Consultation

59. Consultation has been carried out with other commissioners/directors across the council to get their views on the performance of Community Southwark related to their specific departmental thematic programmes and priorities. There were no negative comments on their performance or objections to this planned procurement route. Some suggestions were made that will be incorporated into the Single Supplier Negotiation stage e.g. clarifying their volunteering offer

60. The independent reviews of grant making carried out by Equinox and Rocket Science as part of Southwark Stands Together response included consultation questions about the role and effectiveness of Community Southwark. Their findings included that :

- Community Southwark emerged as the most important source of information about funding from the council

- For those who applied for outside support, Community Southwark emerged overwhelmingly as the most popular organisation that helped respondents with their funding application.
- The most popular network was Community Southwark
- Supporting community infrastructure: stakeholders from both the council and the local voluntary and community sector show a strong appreciation of the work of the local CVS Community Southwark
- Across all our consultation activities, there was appreciation of the level of funding going to the Council for Voluntary Service in comparison to other boroughs, and of the value of Community Southwark's services. The strength of local networks has paid dividends during Covid in enabling local collaboration and community responses, including the faith network and the Forum for Equalities and Human Rights in Southwark (FEHRS)

61. Each year Community Southwark surveys its membership to see how it's performing. 103 members took part in the 2021-2022 consultation and headline results include:

- 92% agreed or strongly agreed that they would recommend it to other not-for-profit organisations. No organisation said they would not recommend.
- 86% agreed or strongly agreed that Community Southwark provides good quality services and support
- 80% satisfaction with services amongst the ethnic minority led VCS

Other implications or issues

62. None

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

63. This report seeks approval of the procurement strategy for the delivery of a "Council for the Voluntary Sector (CVS), infrastructure and volunteering", through a single supplier negotiation with Community Southwark for a total annual sum of £401,283 over a period of up to five years (4+1 years) 1 April 2024 to 31 March 2029, making a total contract sum of £2,006,415.

64. The services are covered by the Light Touch Regime (LTR) under the Public Contracts Regulations 2015 (PCR2015) and, although potential cumulative value exceeds the minimum threshold for advertisement and initiation of a PCR2015 compliant procurement process, risk of challenge is perceived to be low, as detailed in paragraphs six and seven of the report, which contain a summary of market/provider analysis. Notwithstanding, Regulation 32(2)(b) under PCR2015 enables award of contract via a negotiated procedure,

without the prior publication of a contract notice in specific circumstances, notably:

Where the services can be supplied only by a particular economic operator for any of the following reasons, including:-

(ii) competition is absent for technical reasons,

but only where no reasonable alternative or substitute exists and the absence of competition is not due to an artificial narrowing down of the parameters of the procurement.

65. Headline options and risks associated are contained at the end of paragraph 13.

66. Alignment with the Fairer Future Procurement Framework (FFPF) is evidenced, specifically via confirmation of London Living Wage (LLW) payment (please refer to paragraph 42) and the subject matter of the contract (as summarised in the Background Information section of this report).

67. Proposed methodology for performance/contract monitoring is detailed within paragraphs 45 - 50, namely through regular monitoring and review meetings. The report also confirms that an annual performance review will be provided to the council's DCRB and CCRB in alignment with council CSOs.

68. The Community, Equalities and Health Impact Statements are set out in paragraphs 27 – 35.

69. The Climate Change, Social Value, Economic and Environmental / Sustainability statements are set out in paragraphs 36 – 44.

Assistant Chief Executive (Governance and Assurance)

70. This report seeks approval of the procurement strategy for the delivery of a Council for the Voluntary Sector (CVS), infrastructure and volunteering, as detailed within the Recommendation.

71. The services comprising the proposed contract fall within the definition of "light touch" services under the Public Contracts Regulations (PCR) 2015 and their estimated whole life value exceeds the current financial threshold prescribed by those Regulations above which it is necessary to seek expressions of interest by way of a publicly advertised tendering exercise. However, Regulation 32 provides for a contracting authority to award a contract by way of a negotiated procedure, without the prior publication of a contract notice in certain specific cases and circumstances, including (PCR 32(2)(b):-

Where the services can be supplied only by a particular economic operator for any of the following reasons, including:-

(ii) competition is absent for technical reasons,

but only where no reasonable alternative or substitute exists and the absence of competition is not the result of an artificial narrowing down of the parameters of the procurement.

72. Paragraphs 8 to 10 of this report note the various procurement route options which have been considered and the findings of the market research undertaken which have indicated that it is unlikely that there are any other organisations which are suitably qualified, experienced and resourced to meet and deliver the council's requirements.

73. In making procurement decisions the decision maker will be aware of the Public Sector Equality Duty (PSED) in section 149 of the Equality Act 2010. At each stage, in exercising its function (and in its decision making processes) the council must have due regard to the need to:

- (a) Eliminate discrimination, harassment, victimisation or other prohibited conduct;
- (b) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it;
- (c) Foster good relations between person who share a relevant protected characteristic and those who do not share it.

The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Marriage and civil partnership are protected in relation to (a) only.

74. The various impact statements noted within paragraphs 27 to 35 note that the service comprising the proposed contract has wide coverage across the diversity of communities in Southwark and has a focus upon engaging and supporting those individuals and groups which share a protected characteristic under the PSED. The decision maker must be satisfied that the PSED has been complied with when considering the report's recommendations, and it is recommended that an equality analysis should be undertaken or refreshed at intervals in order to assess the impact and effectiveness of the service.

75. The procurement strategy recommended in this report is also consistent with the council's Contract Standing Orders, which reserve the decision to the relevant Cabinet Member.

Strategic Director of Finance (FIN1353 – JB)

76. The report requests Cabinet Member approval for the procurement strategy outlined for the delivery of CVS infrastructure and volunteering services. A single supplier negotiation with Community Southwark is the recommended approach for a total annual sum of £401,283 from 1 April 2024.

77. Paragraphs 6 and 7 note the market environment which supports the single supplier negotiation route and paragraph 55 notes there is sufficient budget for the proposed contract value.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
None	Title of department / unit Address	Name Phone number
Link: (Insert hyperlink here)		

APPENDICES

No	Title
Appendix 1	None

AUDIT TRAIL

Lead Officer	Jess Leech, Community Engagement Manager, Communities Division, Environment, Neighbourhoods & Growth Department	
Report Author	Angus Lyon, Commissioning Officer, Communities Division Environment, Neighbourhoods & Growth Department	
Version	Final	
Dated	1 June 2023	
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
Assistant Chief Executive (Governance and Assurance)	Yes	Yes
Director of Exchequer (for housing contracts only)	No	Yes/No
Cabinet Member	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		1 June 2023