

Decision Taker:	Cabinet Member for Council Homes
Date:	6 November 2024
Report title:	Gateway 1 Procurement Strategy Stock Condition Survey & Data Services
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not applicable
From:	Managing Director, Southwark Construction

RECOMMENDATIONS

That the cabinet member for council homes:

1. Approves the procurement strategy, as outlined in this report, to commission one supplier to undertake stock condition survey and data services for the council's housing stock with a planned contract commencement date in February 2025, a contract period of four years and an estimated value of £8.8m.
2. Approves the proposal for the procurement to be undertaken through the ProcurePublic framework utilising their Building and Stock Condition Surveyors option via a mini competition.
3. Delegates the approval of the Gateway 2 decision for award of contract to the strategic director of housing in order to facilitate expeditious procurement progress leading to an award of contract in February 2025 and a start on site in April 2025 following contract mobilisation.

BACKGROUND INFORMATION

4. Stock condition surveys are used to collect data relating to the age, type and condition of buildings, engineering assets and their components.
5. Knowledge of stock condition is a cornerstone of the information required to develop housing asset management strategies.
6. These strategies determine appropriate and timely investment decisions, cyclical and major works programmes, review opportunities to enhance the stock including climate change opportunities, manage decency standards, understand the development opportunities inherent in the stock and support the maintenance of statutory and landlord safety compliance.

7. The absence of up to date stock condition data is a clear gap in service and financial planning for the management of Southwark's housing stock. The Safety and Quality Standards Regulations require registered providers to have an accurate, up to date and evidenced understanding of the condition of their homes that reliably informs their provision of good quality, well maintained and safe homes for tenants.
8. The absence is to be addressed by restructuring the existing Asset Management Directorate, due to be completed in October 2024, to include a new post of Head of Strategic Asset Management and to commence work on developing a comprehensive asset management strategy during 2025.
9. In support of this, it is intended the stock condition survey and data programme will survey for 60% of internal data and 100% of external and engineering data within the first two-years of the contract with a focus on obtaining a 20% representative survey sample within the first six months to facilitate early commencement of strategy development work.
10. Whilst procurement, staff restructuring and contract management of survey and data services are in train, a two-year Council Housing Investment Strategy will be prepared for approval at the February 2025 Cabinet meeting that will set out the investment strategies in the short term in advance.
11. The council does not have the relevant expertise or capacity to conduct stock condition surveys. Moreover, it does not have any existing or future contracts that would allow for the delivery of these surveys.
12. Stock condition surveys of Tenants & Resident Association Halls are currently being procured ahead of this programme and is nearing contract award.

Summary of the business case/justification for the procurement

13. The scope of works for this procurement strategy are:
 - Survey the external fabric of buildings Inc. decoration requirements.
 - Survey the external environment (including outbuildings, garages, bin stores, pram sheds, boundaries, gates, paths, soft landscape, hard-standings, steps etc.) including decoration.
 - Survey the internal communal areas of blocks Inc. internal decoration requirements.
 - Survey the Mechanical & Electrical Engineering assets including: passenger lifts, automatic gates, communal heating systems, roof access & roof safety and access systems, water tanks, solar panel systems, fire alarms, sprinklers, lighting and emergency lighting, lightning protection and electrical sub-mains and laterals etc.
 - Survey all homes on a rolling programme over four years.

- Survey for housing health & safety rating system (HHSRS) inc damp, mould & condensation.
 - Survey for Energy Efficiency/reduce data standard asset procedure (RdSAP) ratings assessment.
 - Collect condition photographs of all external environments, external elevations, roofs, internal communal areas, engineering plant and equipment, dwelling components such as kitchens, bathrooms, doors, front doors, windows, circuit-boards & boilers.
 - Provision of an asset management platform to be used to collect the survey data and allow Southwark access for the duration of the survey programme for quality control and strategic asset management analyses and development services.
14. The number of tenanted homes to be surveyed will be c40,000 complete with the survey of all external and engineering assets supporting c55,000 homes. The total value of the service is estimated to be in the region of £8.8m over a four-year period.

Market considerations

15. Soft market testing and desk top studies have identified there are a number of external providers within the market who can carry out these services.
16. However, other social housing providers will also be updating their data and undertaking similar work but not to the scale of Southwark's programme and therefore it is likely there will be a demand on the market resources available.
17. Soft market testing revealed the market did not respond favourably to undertaking the programme in an accelerated fashion over one or two years which was one of the early options considered but is more receptive to a longer contract and significant interest to tender for the work has since been received.

KEY ISSUES FOR CONSIDERATION

Options for procurement route including procurement approach

18. The nature and value of the service means the full tendering requirements of the Public Contract Regulations (PCR) 2015.
19. The new Public Procurement Act 2023, set to go live on the 4 February 2025 aims to simplify the procurement process bringing about a more flexible approach, increase transparency and facilitate the consideration of SME participation with the aim to allow for greater SME competition for with the aim to win more public contracts. This report is recommending utilising the provisions of an existing framework and therefore will not fall within the provisions of the new Act.

20. The following options were considered:

Do Nothing – this is not an option. Stock condition survey and data services are required to assist in producing a comprehensive asset management strategy and the Social Housing Regulator has indicated this to be a significant gap in our service and management obligations.

In-house/Shared Services - in-house delivery is not currently a viable option for the council. Developing in-house resources would be time consuming and would not be developed in time to deliver the programme. Further, given the level of work generated by the programme for these services, it would not be an efficient use of resources.

Internal Framework the council has previously investigated developing its own framework, which it chose not to proceed with because it was not practical to do so within the necessary timescales and resources required.

Existing Frameworks - there are a number of PCR 2015 compliant external framework providers such as ProcurePublic, Southeast Consortium (SEC) and Communities & Housing Investment (CHIC) who deliver stock condition and data collection services. The advantages of using external PCR 2015 compliant frameworks assist in mitigating potential impacts as key services have been priced and reflect the market rate. The disadvantage of using frameworks is limiting the number of potential suppliers and less flexible pricing mechanisms in a competitive market.

21. The following frameworks, which offer stock condition survey and data services are available for the council to use:

Framework	Suppliers
Procure Public Building and Stock Condition. 18 Suppliers	1. Faithorn Farrell Timms LLP 2. Rund Partnership Ltd 3. Potter Raper Ltd 4. Ridge & Partners LLP 5. Pennington Choices Ltd 6. Philip Pank Partnership LLP 7. Firntec Ltd 8. Mlcs3 Ltd 9. Pellings LLP 10. Calfordseaden LLP 11. Property Tectonic Ltd 12. Summer-inman LLP 13. Hunter & Partners Ltd 14. Martin Arnold Ltd 15. Stace LLP 16. Consul Ltd 17. Rand Associates Ltd 18. Ayer Associates Ltd

Framework	Suppliers
South East Consortium (SEC) Stock Condition Surveys. 10 Suppliers	1. Ridge & Partners 2. Pennington Choices 3. Baily Garner 4. Arcus Consulting 5. Michael Dyson Assoc. 6. Keegans 7. Potter Raper 8. MLCS3 9. John Rowan & Partners 10. Faithorn Farrell Timms
Communities & Housing Investment Consortium (CHIC) Housing and Asset Management Consultancy. 4 Suppliers	1. Ark Consultancy Ltd 2. Rapleys LLP 3. Ridge and Partners LLP 4. Savills (UK) Ltd

22. ProcurePublic is funded through a charity sponsor to provide procurement and administrative services and operates in different sectors including local authorities, health care, charities and education. They are able to provide support through an experienced team to develop procurement tailored to specific organisational requirements ranging from initial consultation through to implementation. ProcurePublic offer one framework for the services required with 18 potential suppliers.
23. SEC are a not-for-profit social housing procurement consortium constituted by an agreement between its members of which the council are one part. There are benefits of the council being a member which include access to compliant frameworks, technical & procurement support and training throughout the procurement process and allows the council to shape the procurement. SEC offer one framework for the services required with ten potential suppliers, five of whom also appear in the ProcurePublic framework.
24. CHIC is a member owned asset management and procurement consortium comprised of asset management and development professionals as well as procurement specialists. CHIC can provide a fully managed service supporting clients throughout the procurement process. A charge is payable for non-members based on length and value of procurement. CHIC offer one framework for the services required with four potential suppliers.

25. All frameworks are free to the council to access with a similar range of benefits for the services required but with differing fee charges. ProcurePublic, SEC and CHIC make charges of 1%, (a maximum of) 1.5% and 2.0% respectively, to suppliers.

Proposed procurement route

26. The urgency to rectify the absence of a comprehensive asset management strategy combined with soft market testing revealing that suppliers were uncertain to commit to such high numbers of surveys over a very short period of time, has led officers to consider different options on the length of contract, multiple suppliers to deliver the programme, relationships between multiple suppliers and their data systems and the corresponding increases in contract management, quality control and data verification staffing costs in the short term.
27. Given these contractual challenges, risks and costs and following the inspection by the Social Housing Regulator it has been decided to seek the services of one supplier to ensure consistency, quality, single-methods and systems for collection, storage and dissemination of data. A contract period of four years is considered appropriate if service delivery is front-loaded to obtain representative survey samples early in the contract.
28. It is therefore proposed stock condition survey and data services are procured through the ProcurePublic framework utilising their Building and Stock Condition Surveyors option via a mini competition.
29. The framework has the largest group of potential suppliers (including the duplication of five suppliers from the SEC framework) to elicit expressions of interest and tenders from and therefore is considered the best option overall to ensure the market is tested widely to obtain best value.
30. There will be a process to limit the number of potential suppliers so that the council may choose a minimum of five suppliers (if the framework allows for this) with the most relevant experience and data management abilities to tender for the works.
31. The ProcurePublic framework commenced in July 2023 and runs for four years until July 2027.

Identified risks for the procurement

32.

Risk No.	Identified Risk Procurement	Likelihood	Risk Control
1.	Insufficient interest from suppliers.	Low	The framework offers 18 suppliers. An expression of interest (EOI) phase will be

Risk No.	Identified Risk Procurement	Likelihood	Risk Control
			the first stage in the tendering process.
2.	Quality of submitted tender proposals do not meet the council's expectations	Low	It will be ensured that project briefs and service specifications are written by the council that are clear and without ambiguity for tender purposes. The evaluation process will be robust and rigorous to ensure that levels of quality and value are drawn out from supplier during this stage.
3.	Tenderers do not have the relevant expertise to deliver a high standard of service	Low	The framework contains experienced suppliers previously vetted for the services required. Contracts will be monitored and reviewed.
4.	Inflation	Low	The fee % rates are tendered rates in line with market conditions. The framework inflation mechanism in year one of a maximum of consumer price index (CPI).
5.	Supplier cease trading, go into administration	Low	Appropriate financial checks will be undertaken prior to contract award placed through the proposed framework.

Key /Non-Key decisions

33. This report deals with a key decision.

Policy framework implications

34. The procurement of the Stock Condition Surveys will help the council to meet relevant legislation and policies, these are listed below:

Housing Act 2004
Landlord & Tenant Act 1985
Decent Home Standards
Regulatory Reform (Fire Safety) Order 2005
Building Regulations
Local Authority Regulations
Social Housing (Regulation) Act 2023

35. This procurement will follow the Fairer Future Procurement Framework to support the Southwark 2030 Delivery Plan, 2024-26". and Fairer Future Commitments to deliver value for money and be open, honest & accountable.
36. The proposed services will contribute towards the council's Southwark 203 Delivery Plan, 2024-26 for:
- Goal 1: Decent homes for all
 - Goal 2: A good start in life.
 - Goal 3: A safer Southwark.
 - Goal 4: A strong and fair economy.
 - Goal 5: Staying Well
 - Goal 6: A healthy environment

Procurement project plan (Key decisions)

37.

Activity	Complete by:
Gateway 1 decision on the Forward Plan	26/07/2024
DCRB Review Gateway 1	02/09/2024
CCRB Review Gateway 1	05/09/2024
HIB/BRB Review Gateway 1 (if housing)	17/09/2024
Brief relevant cabinet member (over £100k)	04/11/2024
Notification of forthcoming decision	05/11/2024
Approval of Gateway 1: Procurement strategy report	N/A
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	19/11/2024
Completion of tender documentation	11/11/2024
Closing date for receipt of expressions of interest	N/A
Completion of short-listing of applicants	N/A
Invitation to tender	20/11/2024
Closing date for return of tenders	11/12/2024
Completion of any clarification meetings/presentations/evaluation interviews	TBA
Completion of evaluation of tenders	23/12/2024
Forward Plan (if Strategic Procurement) Gateway 2	01/01/2025
DCRB Review Gateway 2 :	06/01/2025
CCRB Review Gateway 2	16/01/2025
HIB/BRB Review Gateway 2 (if housing)	21/01/2025

CMT Review	21/01/2025
Notification of forthcoming decision –	22/01/2025
Approval of Gateway 2: Contract Award Report	30/01/2025
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	07/02/2025
Contract award	10/02/2025
Add to Contract Register	14/02/2025
Place award notice on Contracts Finder	14/02/2025
Contract start	10/02/2025
Initial contract completion date	09/02/2029

TUPE/Pensions implications

38. There are no TUPE implications for the council as an employer as there are not nor will there be, council employees undertaking the works to be procured through the proposed framework.

Development of the tender documentation

39. Tender packs will be put together by key officers in the council's asset management team and will be reviewed by legal and procurement.
40. The tender documents will include:
- a. Instructions To Tenderers
 - b. Contract documents, amendments and terms and conditions
 - c. Tender evaluation methodology
 - d. Form of Tender and necessary undertakings and certificates
 - e. Compliance table
 - f. The council's list of requirements.
 - i. Key performance indicators (KPI).
 - ii. The supplier's terms and conditions.
 - iii. Insurances.
 - iv. Policies and procedures i.e., equality, safeguarding and sustainability policies and quality, technical and regulatory standards.
 - v. London Living Wage (LLW).
 - vi. Invoicing
 - vii. Staff vetting and accreditation.

Advertising the contract

41. This opportunity will only be advertised to those consultants on the ProcurePublic Framework.

Evaluation

42. The selection process for the framework will follow the ProcurePublic Framework arrangements as set out in their standard procedures and working practices. This will include a pre-tender evaluation process which will set out clearly the council's requirements. Suppliers will be invited to tender through mini-competition which will be evaluated against quality and cost criteria.
43. The evaluation will be carried out by council officers and will include as a minimum separate evaluation panel for price, quality and social value respectively. It is proposed to utilise a senior officer within asset management to act as a moderator for the evaluation teams.
44. The overall assessment will be based on a quality/price/social-value ratio of 40/50/10 to ensure an appropriate balance between value for money and quality.

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

Community impact statement

45. The Public Sector Equality Duty 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.
46. Surveys of residential occupied properties are included and residents may therefore be disturbed. A customer care officer will be allocated to the programme to minimise any impact and disturbance to residents.
47. Analyses of the resulting data from stock condition surveys will help develop the council's future asset management strategy and as such will enable better procurement and financial planning to ensure future major work programmes can be targeted to key areas and/or required improvements. This will benefit all residents and will have a positive impact on local communities and support the council's commitment to providing high quality affordable housing, great neighbourhoods and educational developments.

Equalities (including socio-economic) impact statement.

48. An Equality Impact and Needs Analysis (copy attached as appendix 1) has been undertaken and no potential impacts were found to arise for protected characteristic groups given the work is primarily surveying the condition of the stock.

49. However, the results and analyses that are returned from the survey may have an impact on different groups and this may be reflected in the Equality Impact and Needs Analysis produced as part of the future Asset Management Strategy.

Health impact statement

50. Vulnerable residents will be particularly disadvantaged by failures to components, installations or services to homes. Economically disadvantaged households often have fewer resources to enable them to deal with the impacts of poor housing. Health issues and socio-economic issues are deeply entwined, and the council is committed to the provision of a high standard of housing for all its residents.
51. Without undertaking a comprehensive stock condition survey of the councils housing stock, it is not possible to plan for and ensure future work programmes that will address building and engineering failures. A fully validated stock condition programme will enable better planning and appropriate use of limited funding to ensure best value in meeting residents' needs.

Climate change implications

52. The stock condition survey will undertake energy performance ratings and the resulting data will help in planning maintenance programme so that options for reducing carbon emissions as part of design processes are explored and help articulate options to secure external eco-funding.

Social Value considerations

53. 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

54. The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, contractors engaged by the council to provide services within Southwark or Greater London pay their staff at a minimum rate equivalent to the LLW rate. For contracts performed outside London, all relevant staff should be paid at or above the real UK Living Wage. The supplier will be expected to meet the LLW requirements and contract conditions requiring the payment of LLW which will form part of the procurement process and the outcome will be contained within in the Gateway 2 report.

55. The council can exclude companies who break the law by blacklisting from public contracts if they are either still blacklisting or have not put into place genuine actions concerning past blacklisting activities.

Social considerations

56. As the council explores ways it can continue to deliver value for money, it is essential to make better use of its resources to meet the needs of residents in the borough. Under the commitment of a “full employment borough“ this procurement will seek support for this initiative from the successful bidder to create work experience places and facilitation and preparations for entering the field of employment where feasible for local people.
57. The project team is holding meetings with the council’s social value team and will continue to explore ways of seeking social value from this procurement.

Environmental/Sustainability considerations

58. The data collected from the surveys may indicate environmental and sustainability issues that may be addressed in future maintenance programmes as well as helping to identify buildings that would most benefit from retrofit improvements.

Plans for the monitoring and management of the contract

59. 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 responsible officer for this procurement will ensure that all appropriate details of this procurement are added to the contract register via the eProcurement System.
60. Performance monitoring mechanisms (including service desk and supplier reporting) will be used in respect of:
 - a. Delivery of the works
 - b. Quality Control
 - c. Invoicing
 - d. Sharing of reports and data
 - e. Complaint handling
 - f. KPIs
 - g. Social value commitments
61. The following KPIs will be agreed with the supplier:
 - a. 100% of works to be delivered on time, based on an agreed programme.
 - b. 100% of invoices to be supplied accurately and on time.

- c. 100% of reports and data to be shared within an agreed timeframe and format.
 - d. 95% of complaints to be handled within five working days.
62. Officers will also produce annual performance reviews in line with the council's Contract Standing Orders.
63. Officers within asset management will carry out contract management including checks and inspections to ensure the validity and quality of surveys and resulting data. Results will form part of the formal contract monitoring processes.

Staffing/procurement implications

64. The contract management, quality control, data verification and monitoring of this contract will have an impact upon staff resources and will be managed by appropriate officers within asset management with additional staff as required and recruited particularly during the first year of the contract.

Financial implications

65. The estimated value of this procurement is expected to be in the region of £8.8m over a four-year period. The survey results will be used to determine and direct the asset management programme and, therefore, represents capital expenditure. As such, the costs will be met from resources allocated to the council's Housing Investment Programme. Estimated annual spend, which can be contained within the annual cash limits for the asset management capital programme, is shown in the table below.

24/25	25/26	26/27	27/28	28/29	Total
£0k	£3.8m	£3m	£.1m	£1m	£8.8m

Investment implications

66. The cost of these services will be allocated to the council's investment programme.

Legal implications

67. Please see concurrent from the Assistant Chief Executive - Governance and Assurance.

Consultation

68. This procurement will require access to tenants' homes and all estate communal areas and environs. The council will allocate a customer service officer as part of the project team who will work closely with the residents and successful bidder to ensure the programme objectives are

understood and move forward according to schedule and all resident concerns or questions are answered. Resident meetings will be held as required. Specific requirements regarding consultation will form part of the tender and assessment process.

Other implications or issues

69. None

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

70. This report seeks the approval from the Cabinet Member for Council Homes for the procurement strategy to commission one supplier to undertake stock condition survey and data services for the council's housing stock including external fabric, external environments and mechanical & electrical engineering assets. The planned commencement date is in April 2025 over a contract period of four years and a total estimated value over this time of £8.8m.
71. The cabinet member for council homes is also asked to approve the proposal for the noted procurement to be let following a mini-competition from ProcurePublic's Building and Stock Condition Surveyors framework agreement.
72. The background information and business case are set out in paragraphs 4-12 and 13-15 of the report respectively. The alternative options considered for this procurement and the recommended route are detailed in paragraphs 18-25 and 26-31. The risks and mitigating actions are laid out in the table at paragraph 32. The mini-competition process used with the ProcurePublic's Building and Stock Condition Surveyors framework agreement and evaluation criteria to be used are set out in paragraphs 42-44.
73. Community, equality, health and climate change impact statements are detailed in paragraphs 45-52, with social value considered in paragraphs 53-57. The payment of London Living Wage confirmed in paragraph 54. The plans for the management and monitoring of the contract are set out in paragraphs 59-63 of the report.

Assistant Chief Executive – Governance and Assurance

74. This report seeks the approval of the Cabinet Member for Council Homes to the procurement strategy for the delivery of stock condition survey and data services for the council's housing stock through the ProcurePublic Framework utilising the Build and Stock Condition option. The contract is for a period of four years commencing in February 2025 at an estimated value of £8.8m.

75. Approval is also sought from the Cabinet Member for Council Homes to delegate the Gateway 2 award decision to the Strategic Director of Housing for expediency to ensure award of contract in February 2025 and a start on site in April 2025 following contract mobilisation.
76. As the value of the services is above the threshold for public services contracts, the procurement is subject to the full tendering requirements of the Public Contracts Regulations 2015 (PCR 15). As the framework has already been tendered in accordance with the Public Procurement Regulations 2015, the council is not required to undertake a fully advertised tendering exercise. Instead, the procurement strategy proposes the carrying out of a mini- tendering exercise between suppliers who are parties to the ProcurePublic Framework, as set out in this report, and which should enable a best value solution to be agreed with a preferred supplier.
77. The Cabinet Member for Council Homes' attention is drawn to the Public Sector Equality duty (PSED General Duty) under the Equality Act 2010, which requires public bodies to have regard, when making decisions, to the need to eliminate discrimination, advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. The Cabinet Member for Council Homes is specifically referred to the community, equalities (including socio-economic) and health impacts at paragraphs 45 to 51 setting out the consideration that has been given to the issues which should be considered when approving the recommendations in this report.

Strategic Director of Resources

78. This report seeks approval from the Cabinet Member for Council Homes for the procurement strategy to commission stock condition survey and data services for the council's housing stock as set out in this report. Although there are no financial implications arising directly from the report's recommendations, the cost of the contract, delivered over four years, is estimated to be £8.8m. The financial implications section of the report confirms the accounting treatment of the spend and that it can be contained within the overall cash limits set for the Housing Investment Programme over the contract duration.

Director of Customer and Exchequer Services

79. The cost of this contract is service chargeable to leaseholders under the terms of their leases. However, the contract cost indicates that individual leasehold service charges are unlikely to fall above the £100 threshold for a qualifying long term agreement. Under these circumstances no Section 20 consultation is required.
80. Home Ownership Services requests to be kept informed as the procurement progresses as we will need to include for the recovery of this expenditure in the existing professional fee structures.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
None		

APPENDICES

No	Title
Appendix 1	Equality Impact and Needs Analysis for Stock Condition Survey Procurement

AUDIT TRAIL

Lead Officer	Stuart Davis, Managing Director, Southwark Construction	
Report Author	Dominic Johnson, Head of Building Safety	
Version	Final	
Dated	5 November 2024	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Resources	Yes	Yes
Head of Procurement	Yes	Yes
Assistant Chief Executive – Governance and Assurance	Yes	Yes
Director of Customer and Exchequer Services (for housing contracts only)	Yes	Yes
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		5 November 2024