

Item No. 17.	Classification: Open	Date: 20 October 2015	Meeting Name: Cabinet
Report title:		Gateway 1 - Southwark Regeneration in Partnership Programme Procurement Approval	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Mark Williams, Regeneration and New Homes	

FOREWORD – COUNCILLOR MARK WILLIAMS, CABINET MEMBER FOR REGENERATION AND NEW HOMES

Southwark Council has the largest council home building programme anywhere in the country, combined with record investment in bringing our existing council homes up to a decent standard, and securing the second highest number of new affordable homes through the planning system of any council in England, no other borough is as committed to tackling the housing crisis and investing in social housing as we are.

We have an ambitious target to deliver 11,000 new council homes by 2043, with the first 1,500 by 2018. These will be delivered through a combination of in-fill development on our existing estates, purchasing some directly from developers, and developing land that we own. This report sets out how we will procure development partners for the final category. This will deliver a mix of new council homes of the highest quality, intermediate homes and private sale homes. By making best use of our land, cross-subsidy from some private sales and other funding sources, we could potentially deliver more than 460 council homes at no net cost to the authority, of which around 300 will be completed by 2018.

In addition to providing much needed council homes for lower-income residents, we also need to address the growing affordability crisis for people who can no longer get on the property ladder. Traditionally shared-ownership was the answer for this group, however due to high house prices the deposits required are increasingly difficult for people to raise. Therefore the intermediate housing that will be delivered as part of this programme will be let at discounted market rents for key workers.

This report also confirms that all development partners will have to pay at least the London Living Wage, and that for every £1m of spend we expect one apprentice to be taken on and trained.

RECOMMENDATIONS

Recommendations for the Cabinet

That cabinet:

1. Approve the use of the GLA's London Development Panel as outlined in paragraphs 43 to 62 of this report to procure two development partners for a package of Southwark Regeneration in Partnership Programme sites over a 6 to 10 year period.

2. Approve the inclusion of the sites as listed in Appendix 1 in the package of the Southwark Regeneration in Partnership Programme to be tendered in two separate lots.
3. Note that the indicative financial appraisals as outlined in paragraphs 118 to 120 indicate that the package is viable and will attract sufficient market interest to assure best value is achieved.
4. Note that the director of regeneration will be responsible for making a recommendation to the cabinet member for regeneration and new homes on the final blend of sites and tenure variations across the two lots.
5. Note that the forward funding requirement of £2,000,000 will be met from the Housing Investment Programme by re-profiling current commitments and duly note the financial assumptions underpinning this investment as outlined in paragraph 129 of this report.

Recommendations for the Leader of the Council

6. That the leader approve the delegation to the cabinet member for regeneration and new homes to agree (in consultation with the director of regeneration) the financial viability of, and any variation to, Lots A and B of the Southwark Regeneration in Partnership Programme prior to tender as condition of this procurement approval.
7. That the leader approve the delegation to the cabinet member for regeneration and new homes to approve the contract awards (one for each lot).

BACKGROUND INFORMATION

8. On 27 January 2015, cabinet agreed the development of the Southwark Regeneration in Partnership Programme. The aim of the programme is to identify a number of council owned sites of varying size and development potential, which would be packaged to create viable opportunities for development and regeneration. These sites could be developed for a range of mixed use schemes, including housing that would maximise the utility and value of these assets by leveraging in the investment and expertise of established developers through a joint partnership.
9. In July 2014, the council renewed its pledge to deliver a fairer future for all in Southwark in a set of 10 new fairer future promises as well as specific commitments, some of which include:
 - Deliver value for money across all services
 - Build more quality affordable homes of every kind across the borough
 - Become an age friendly borough
 - Improve standards across schools
 - Provide enough places to offer young people and families, including those who are vulnerable, the right support
 - Revitalise neighbourhoods
 - Support local people into work.
10. The promise to build more quality affordable homes across the borough relates to the councils pledge in July 2013 to build a total of 11,000 new homes over a 30-year period, and in July 2014, to deliver 1,500 of those new homes by 2018.

11. The demand for traditional residential care is declining but there is an increase in the projected demand for varied Adult Care provision of all types, such as the Extra Care facility currently under development in Cator Street and the need for accommodation that will enable residents to remain in their homes for much longer.
12. Alongside this, there is recognition for the need to not only create new, but also improve, existing educational and health provision across the borough.
13. The need for more efficient and higher quality provision comes at a time of financial constraints faced by the council as it prepares for further reductions in funding from central government. This is in addition to the savings of around £120m that the council has had to make in the four years to March 2015 and are expected to make an additional £100m savings over the next three years. As such, the council is exploring ways it can continue to deliver value for money for residents and businesses by making even better use of its resources.
14. It is in this vein that officers have identified a number of council owned sites of varying size and development potential. These sites could be developed for a range of mixed use housing-led schemes that would maximise the utility and value of these assets by leveraging in the investment and expertise of established developers through a joint partnership.
15. The aim of the programme, known as the Southwark Regeneration in Partnership Programme (SRPP), would be that a joint partnering arrangement would enhance both the value and quality of the development outcome and the council's assets and services.
16. This report sets out the council's approach to procuring two development partners for the Southwark Regeneration in Partnership Programme through which it seeks to deliver more efficient use of the council's assets, more quality homes of every kind and create new opportunities to enhance services and maximise value across the borough.

Summary of the business case/justification for the procurement

17. The identified sites offer opportunities to develop and rationalise land and buildings which are under utilised (including that held in the education and health and adult care services) and to co-locate services to support regeneration and the value of public sector buildings and services.
18. The programme's objective is to leverage in the investment and expertise of established developers through a joint partnering arrangement that would maximise and enhance the utility, value and quality of the development outcome and the council's assets and services.
19. The Southwark Regeneration in Partnership Programme's key deliverables:
 1. Maximise and enhance the utility, value and quality of council-owned land and buildings to deliver/re-provide:
 - High quality homes of every kind (including supported housing)
 - New GP surgeries where supported and approved by NHS England and the CCG
 - New community facilities

- Improved streetscapes and permeability
 - Employment and training opportunities.
2. Deliver high quality and fit-for purpose public buildings at good value.
 3. In relation to the housing element, the aims are:
 - a. to deliver an equal mix of council, intermediate and private homes across each lot (mainly 1/3 each). However, for each site, the baseline requirement will be a planning compliant scheme and within the affordable element maximising the quantum of council homes will be prioritised.
 - b. to have as many of the council homes as possible completed by 2018 to count towards the 1,500 new council home target. As such a majority of council homes will need to be front-loaded on the programme, but will be deliverable through the overall financial model.
 4. All council outlay (including for feasibility studies) are recovered upon completion.
 5. The expectation would be that our development partners deliver the council homes and facilities at nil capital cost to the Council (achieved through profit sharing and overage agreements).
20. Approximately 19 sites have been identified across the borough and will be packaged into two lots (Lot A and Lot B), which will be tendered separately. The sites are attached as Appendix 1. In total the sites have the potential to produce approximately 1400 units, of which up to one third will be council homes.
 21. Amongst the sites there are a number of quick wins (identified on the site list) that the council aims to have on site by 2016, to contribute towards the goal of 1500 new homes by 2018.
 22. Development appraisals of the identified sites are being carried out by BNP Paribas and Lambert Smith and Hampton. The appraisals are testing the viability of three options using the following assumptions:
 - a. Option 1: Equal Mix - Sites built to council's preferred tenure mix of 33% council, 33% intermediate and 34% private homes.
 - b. Option 2: Planning Compliant Mix - Sites built to planning compliant tenure mix of 25% council, 10% intermediate and 65% private homes.
 - c. Option 3: Variant Mix – A blend of equal mix (option 1) and planning compliant mix (option 2) potentially producing a mix of 28% council, 22% intermediate and 50% private homes.
 23. Thus far, the appraisals suggest that a package with an equal mix of tenures is marginally viable (producing a reasonable developer's profit on cost with 8 of the 19 sites returning a negative residual land value). However, achieving the programme's objectives requires that both lots are not only economically viable, but are attractive to developers.
 24. A variation to the council's preferred mix of a third across all tenures may be needed

on unviable sites, but with the baseline being a planning compliant scheme on all sites. This is the basis of the variant mix which is expected to produce a viable developer's profit on cost and a positive residual land value across all sites.

25. Therefore, it is recommended that the Director of Regeneration recommend the tenure mix (which would never be less than planning compliant) and make up of the 2 lots that are tendered and that this decision be delegated to the Cabinet Member for Regeneration and New Homes, prior to the packages being tendered.
26. This will impact on the assumptions that will inform how the two lots are inputted into the HCA's Development Appraisal Tool, which is the basis on which developers will bid, and ultimately the achievability of council objectives.

Intermediate Housing

27. The council's priority for the provision of intermediate housing is intermediate discounted market rent with particular focus on offering homes in Southwark for key workers who are contributing to the well being of Southwark residents. For the purposes of the New Homes Programme intermediate rent is defined as discount market rent (up to 80%), which will be aligned with the affordable housing income threshold to encourage take up.
28. The intermediate housing units, along with the private sale units will be held by the development partner. There is significant interest in the private rented sector particularly from institutional investors for this type of product, so it should produce a healthy return.
29. There will be a contractual requirement on the purchaser of the intermediate housing units to market them to Southwark residents only and key workers during the first 6 – 9 months of an agreed marketing period. Thereafter, they will be available to all who qualify.

Risk

30. Both Lots have similar risks and mitigation, such as:
 - a. Failure to obtain planning consent; which we will mitigate by early engagement with the planners and community.
 - b. Sites not financially viable, which we will mitigate through the packaging/phasing strategy.
 - c. Community objections to proposals, which we will mitigate by early engagement with community and internal stakeholders to identify and resolve concerns.
31. However, there are site category specific risks around vacant possession:

No.	Site Category	Vacant Possession	Mitigation
1	Adult Social Care Buildings	Plans for relocation and/or re-provision fail or are delayed.	Early engagement with ASC options appraisal
2	Education Sites	Relocation and /or re-provision Not getting SofS consent for change of use	Early engagement with stakeholders Establish a clear and supportive base case for change of use

No.	Site Category	Vacant Possession	Mitigation
3	Housing Sites	Delay in re-provision Refusal to move	Use of Council's repossession powers (Ground 10 and/or Ground 10a) and use of compulsory purchase powers (CPO)
4	Commercial Assets	Delay in re-provision Licensees refuse to move	Early engagement with licensees and prompt CPO application
5	Environment and Leisure Buildings	Relocation proposals fail	Early engagement and continued communication with responsible officers
6	Health Centres	Relocation and re provision proposals are delayed or agreement cannot be reached with NHS England, the CCG and the GPs	Early engagement with NHS, CCG and local GPs to ensure that they have adequate time to consider proposals for rationalisation and improvement and NHS processes.

32. Adult Social Care (ASC) service delivery is currently under review with a view to housing those in need in general needs housing with above par fixtures, fittings and finishes – such as: rounded edges in kitchens, under floor heating, shatter proof windows, window guards and cluster homes with concierge/guardian facility – to enable the provision of independent living within the community.
33. As the service delivery review is still on-going, it is not possible for ASC to fully identify their specific requirements at this time. Until such time as the review is completed, and requirements finalised, it is our intention to allow and cost within the programme, scope for a number of units to be built out as adaptable flats as per the ASC design specification and to also identify a handful of sites where cluster homes could be developed.
34. Housing have been consulted on the design and build of the new homes in relation to future repairs & on going maintenance, i.e. build materials, fittings and fixtures, etc. Issues around housing management, i.e. shared cores, service charges, shared amenity, etc. have also been flagged and discussed.
35. A design and specification guide (Southwark Design Guide) has been developed to provide the architects and development partners with an overview of the council's aspirations and requirements for well designed homes. Housing colleagues have had the opportunity to input and comment on the finalised document that will act as the basis for the Employer's Requirements for any future development of homes built within the borough regardless of tenure. The guide is made up of three parts, incorporating the council's design values, design standards and technical specification.

Market considerations

36. Successful delivery of the programme in a partnership venture depends on the continued good health of the property market in Southwark. Growth in the residential market has been strong recently. This has been assisted by the borough's good communications and improvements in transport infrastructure. Relative to other parts especially in the north and west of London, Southwark still represents good value and will benefit from further enhanced transport links such as the Bakerloo extension. The wider demographics and strong demand generally for living space in London point to continued success. As long as economic factors remain positive, demand is anticipated to remain high.

37. Factors affecting value such as tenure mix will need to be considered further along with the ability of certain sites to deliver increased financial revenue and thereby make the optimum contribution to the programme. Packaging of development opportunities will need to reflect a market-led approach bringing sites forward for sale on an appropriately phased basis.

KEY ISSUES FOR CONSIDERATION

Options for procurement route including procurement approach

38. In choosing the preferred method of procurement, the following options were explored:
- a) Southwark Housing Company Ltd.
 - b) Joint Venture Vehicle
 - c) OJEU Procurement
 - d) Existing Frameworks
 - London Construction Programme
 - Scape
 - Islington New Build
 - GLA London Development Panel (LDP)
39. Southwark Housing Company Ltd.
In April 2015, the Leader of the Council agreed the formation of Southwark Housing Company Ltd., a wholly owned company limited by shares with a £1 share issued to the council for the purpose of delivering new homes. Legal advice is that land should be transferred from the council to the company and that the company should then let the build contracts. As such, it is assumed that schemes completed or on site will remain within the HRA. The initial view is that mixed tenure schemes, such as those proposed on a number of the Southwark Regeneration in Partnership Programme sites, would be appropriate for detailed appraisal. In these cases, delivery through the company may be more efficient and would likely reduce the risk of limiting the council's capacity to undertake direct delivery elsewhere. However, it should be noted that the operational and governance details of the company, which is not currently trading, are still being worked through. This will be given further consideration with regards to the various procurement vehicles that represent best practice for future packages.
40. Joint Venture Vehicle
This method is used to share risk and reward and can be delivered under the umbrella of a separate company with its own board and objectives. This idea was discounted due to time constraints, our objective is to deliver a number of new council homes by 2018, and the setting up of a company make this an unfeasible option for the first phase of sites. This will be given further consideration with regards to the various procurement vehicles that represent best practice. Advice will be sought from external legal advisers to consider a model that would fit with the council's longer term objectives.
41. OJEU Procurement
A full OJEU process whilst feasible is not recommended given the time constraints to deliver the programme. On average, given the detailed stages of scheme development, the OJEU process would take a minimum of nine months from contract notice to contract award. This time could otherwise be spent on developing the project and undertaking procurement through a framework, where the Developers who would most likely be procured through an OJEU, have already been pre selected and where early engagement is feasible in a process that would

not be feasible though an OJEU. This will be given further consideration with regards to the various procurement vehicles that represent best practice for future packages.

42. Existing Frameworks

The benefit of this option is that most of the developers would have gone through the prequalification stage of the OJEU process, resulting in a shorter time frame and therefore we chose to explore this option given our time constraints. A number of frameworks were explored, although most were found to be construction frameworks, with a limited few, development led. Of the limited number of construction frameworks, the Housing and Communities Agencies (HCA) framework cannot be used in London, the London Construction Programme framework and the Islington New Build framework are contractor rather than developer frameworks.

a) The London Construction Programme, Major Works 2014 Framework Agreement

This new framework covers all types of construction projects including offices schools, leisure, housing refurbishment and design and build, etc. It is available from 12 May 2015 until 11 May 2019. The framework is set up in regional lots, 3 value bands and 2 key work areas. The applicable work area for this project is housing. The regional lots have value band of £100,000 - £999,999; £1m - £4,999,999 and over £5m. However, although this framework was designed to make procuring construction works simpler, faster and more robust, it was not intended to enable inward investment from private sector developers.

b) Islington New Build

Set up by Islington Council to deliver a mixed tenure of new build homes between 2014 and 2018, the framework consists of 2 lots each with 8 contractors. The value of Southwark's programme puts it in Lot 2 (contract values in excess of £2m) and of the 8 contractors in the lot, 6 are on the GLA LDP framework.

c) Scape

Scape is a local authority controlled company that works collaboratively with private sector partners to deliver construction and works projects through six sole supplier national frameworks. Officers considered Scape's National Major Works Framework, which is designed to deliver construction projects with a value of over £2m and expires in May 2017. However, it is a contractor framework which (amongst other limitations) offers a single supplier, Willmott Dixon. This route offers no opportunity for private sector investment and would preclude the option of spreading delivery risk by packaging the sites into 2 lots.

d) GLA London Development Panel (LDP)

The GLA LDP framework is the Greater London version of the national HCA framework and provides the most 'fit for purpose' opportunity. It supports the building of new homes in housing led mixed use developments, on land owned by the public sector. The GLA LDP provides the most competitive advantage of all the options that were considered and consists of 25 specialist developers to select from, some of which have worked or are familiar with Southwark. The GLA LDP is made up of all the main developers, both registered providers and contractors; it is the main framework for London and is operational. It includes a standard form Development Partnership Agreement (DPA) that will reduce legal costs and avoid the need to negotiate with Developers on the content, since it forms the basis of the Panel. It does however allow for scheme specific

amendments. It would therefore be preferable to opt for the GLA LDP framework, which offers a more competitive advantage by having 25 developers to choose from

Proposed procurement route

43. The GLA has developed a multi-supplier framework panel (the GLA LDP) to accelerate the release of public land for residential led development. The GLA LDP is expected to speed up the process of procuring a development partner(s), increase efficiency and reduce costs by pre qualifying suppliers under set terms and conditions.
44. The GLA LDP is made up of 25 panel members (Appendix 2) that provide a range of services necessary to the delivery of housing and associated infrastructure and is not only available to the GLA, but also to London's councils. The GLA LDP commenced in May 2013 for a 4 year period until May 2017. The main objectives of the GLA LDP Panel are for the development of homes to include all activities necessary to construct homes and associated infrastructure including but not limited to:
- raising of development finance
 - obtaining planning permission
 - supply chain management
 - design and construction of housing
 - provision of affordable housing (in association with a registered provider)
 - design and construction of infrastructure to support housing
 - sales and marketing of homes
 - aftercare and maintenance.

Specifically:

- development and disposal of sites for residential use
 - development and disposal of mixed-use housing-led sites. Mixed-use elements to include community facilities, retail or commercial development ancillary to and in support of housing
 - demolition, site remediation and enabling works to prepare sites for residential or mixed-use development
 - design and construction of homes
 - development of Extra Care accommodation
 - self-build enabling as part of a larger development
 - maintenance and site management.
45. Use of the GLA LDP framework agreement will enable the council to speed up the procurement of a development partner, increase efficiency and significantly reduce costs because suppliers have been pre-qualified under set terms and conditions, which meet council requirements
46. Early independent legal advice was sought from Pinsents who were responsible for drafting the framework development agreement and associated documentation, confirmed that the framework was the most efficient approach in terms of time, costs and competitiveness. In March 2015, Trowers and Hamlins were appointed as Legal Advisers to support the council through the procurement process and amend

the DPA to ensure the council's objectives are met. The firm has previous knowledge and experience of the GLA LDP DPA having worked with other Local Authorities who have used the framework.

47. Officers have considered the flexibility within the agreement to accommodate the Council's aims without introducing procurement risk. There is scope to make scheme specific amendments to the DPA. It should also be possible to significantly reduce legal costs since a standard form development agreement has been agreed with all members of the Panel. This means that only the scheme specific elements should need detailed consideration.
48. The proposed procurement route is to undertake a three Stage Competitive tender process. This will be set out as follows:
 - a. Expression of interest
 - b. Sifting
 - c. Mini-competition.
49. The GLA LDP Framework allows for Soft Market Testing and Early Stage Advice to be undertaken. It is our intention to hold briefing sessions, prior to the expressions of interest being issued where we put forward the Council's proposals to all 25 developers on the panel and gauge interest levels and offer one to one briefings. This would inform the content of the expression of interest. We will also hold a Bidders' Day at the sifting process stage, for interested Panel members.
50. An expression of interest will be sent out to all 25 GLA LDP members using the framework's template which asks the panel members to confirm their interest in bidding or not for either Lot A or Lot B. As this is a self selection process, it is important the 'Expressions of Interest' invitation be sufficiently detailed to allow developers to make an informed choice as to whether they wish to bid. The expression of interest period is 5 working days.
51. Following response to the Expression of Interest a Sifting Brief using the framework's template will be sent to all interested parties. The sifting brief is not intended to be a second PQQ exercise; rather it will focus on the specifics of the project and test the capabilities and experience of panel members in delivering the things that are critical to the success of the project. As such, panel members will be asked to provide method statements (500 word limit each) in response to questions which is likely to include the following aspects:
 - i. Response to financial assumptions
 - ii. Approach to community consultation
 - iii. Response to project objectives
 - iv. Response delivery programme
 - v. Response to design standards brief.
52. The aim will be to sift down to 6 to 8 tenderers per lot. The sifting period will be 6 weeks.
53. GLA LDP members whose submissions were not successful will be formally notified and each lot will be put out for tender to the GLA LDP members shortlisted.
54. To procure a developer from the GLA LDP we are required to provide detailed information at the mini competition stage as follows:
 - 1) Master plan and feasibility modelling including surveys and cost plans
 - 2) Development appraisals including valuations

3) Scheme specific amendments to the DPA

55. The technical and financial work has been undertaken with a combination of internal and external expertise. The scheme specific amendments to the DPA are being undertaken by Trowers and Hamlins with past experience of using the DPA.
56. Final amendments to the development appraisal and/or any variations to Lot A and Lot B will be subject to agreement by the Cabinet Member for Regeneration and New Homes before tender action begins.
57. Using the framework's ITT template, tenderers are likely to be asked to submit the following documents:
- i. Development proposal – include tenure mix
 - ii. Design quality approach method statement
 - iii. CVs of project team members and structure chart
 - iv. Branding/marketing proposal
 - v. Proposal on use of apprenticeships and local labour
 - vi. Project and site management proposals
 - vii. Financial bid based of the HCA's Development Appraisal Tool (DAT)
 - viii. DPA marked up with any amendments
58. Tenders will have an opportunity to seek clarification on the ITT before the submission deadline. Clarification meetings will be held with tenderers prior to evaluation to ensure the panel fully understands their submissions. All non-confidential clarifications and responses will be shared with all tenderers.
59. The tender action period will be 8-10 weeks.
60. Following this tender action, Gateway 2 approval will be used to appoint the selected partners to enter into a DPA with the Council.
61. Tenderers whose bids were not successful will be formally notified.
62. Confirmation of selected tenderer(s) will be issued.

Identified risks for the procurement

Risk No.	Identified Risk	Likelihood	Risk Control
1.	Insufficient market interest	Low	Soft market testing. Bidder's day to promote programme. Develop proposals and packages that offer benefit/ incentive to developer and are sufficiently detailed and clear, so that developers can make an informed decision as to whether they wish to pursue this opportunity.
2.	Employer's Requirements inadequate or diluted by development partner	Medium	Ensure a comprehensive quality and deliverable specification is issued – to this end, officers have commission a Southwark design and specification to inform the ERs. Ensure the DPA enshrines robust

Risk No.	Identified Risk	Likelihood	Risk Control
			governance agreements and conditions. Establish a multi-disciplinary Project Team who will be able to provide specialist guidance to cover all areas required from the specification and deliverables
3.	Viability – packages not viable	Medium	Procured a competent financial and property adviser to carry out development appraisal exercise. Developers level of return enshrined within the DPA, secure overage on the title. Viability testing at agreed stages and confirmation that the entire package is viable throughout the term of the development
4.	Do not achieve competitiveness and value for money	Medium	Tender is managed in a way that ensures a degree of competitiveness with quantity surveying and financial advice to scrutinise the content of packages and site proposals. Ensuring that the sites are packaged so each lot is viable and attractive to the market, whilst guaranteeing value for money to the council.
5.	Deadlock – council and its development partner fail to agree	Medium	Ensure that conflict resolution/deadlock feature within the DPA disincentivises against disputes and gives sufficient comfort that neither partner has the power to override the other.
6.	Leveraging of council assets contravenes state aid rule	Low	Obtain legal advice to ensure state aid rules are followed
7.	Developer's cost inflation to mitigate stall/failure due to administrative delays.	Medium	DPA enshrines clear decision making protocol – including parameters around “reasonableness” that should give developers sufficient comfort. Effective use of existing processes to ensure efficient decision making by senior officers. Internal governance and approval arrangements are realistically accounted for in overall programme plan.

Key /Non Key decisions

63. Due to the impact this project will have across the borough over the 6 year life of the development agreement, this is considered to be a key decision.

Policy implications

64. The programme has been shaped by the promises and commitments made in the Council Plan, such as building more quality affordable homes of every kind and

revitalising our neighbourhoods making them places in which we can all be proud to live and work.

65. The development plan for the borough consists of the Mayor's London Plan, the Core Strategy 2011, the Saved Southwark Plan policies, the Aylesbury Area Action Plan, the Canada Water Area Action Plan, the Peckham and Nunhead Area Action Plan and a revised Canada Water Area Action Plan.
66. The New Southwark Plan is being prepared in consultation with residents, land owners, developers, employers, local organisations and other groups over the next two to three years, having commenced in October 2014. This New Southwark Plan will set out the strategy to bring the full benefits and opportunities of regeneration to all Southwark's residents.

Procurement Project Plan (Key Decisions)

Activity	Complete by:
Enter Gateway 1 decision on the Forward Plan	27/04/2015
DCRB Review Gateway 1	20/07/2015
CCRB Review Gateway 1	17/09/2015
Notification of forthcoming decision - Cabinet	13/10/2015
Approval of Gateway 1: Procurement strategy report	20/10/2015
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	29/10/2015
Completion of tender documentation	30/10/2015
Approval of Lots A & B Viability - IDM	01/11/2015
Expression of interest to GLA LDP Panel Members	02/11/2015
Closing date for receipt of expressions of interest	09/11/2015
Sifting Brief to EOI respondents	11/11/2015
Bidders' Day	17/11/2015
Closing date for receipt of response to Sifting Brief	09/12/2015
Completion of sifting exercise	23/12/2015
Invitation to tender to shortlisted tenderers	06/01/2016
Closing date for return of tenders	02/03/2016
Completion of any clarification meetings	16/03/2016
Completion of evaluation of tenders	30/03/2016
Forward Plan (if Strategic Procurement) Gateway 2	27/04/2015
DCRB Review Gateway 2:	18/04/2016
CCRB Review Gateway 2	28/04/2016

Activity	Complete by:
CMT Review Gateway 2 (if applicable)	N/A
Notification of forthcoming decision – IDM	16/05/2016
Approval of Gateway 2: Contract Award Report	24/05/2016
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	07/06/2016
Contract award	08/06/2016
Add to Contract Register	10/06/2016
Contract start	11/06/2016
Initial contract completion date	10/06/2022
Contract completion date – (if extension(s) exercised)	10/06/2026

TUPE/Pensions implications

67. N/a

Development of the tender documentation

68. The housing regeneration and delivery team will be responsible for developing the tender documentation for each lot to enable works to be tendered. Technical design requirements and specifications will be developed based on Southwark's Design Standards and Technical Specification. Policy related requirements will be referenced using relevant appendices, links and insertions.
69. The contract will be a Development Partnership Agreement which will be based on the specifics of the project being tendered.
70. The tender documentation will be based on a set of Employers Requirements which will include the following:
- Development Partnership Agreement with scheme and Council specific amendments
 - A location plans and site plans
 - Confirmation of ownership of the site
 - Outline role/expectation of the Tenderer
 - Details of what is to be built, tenure and tenure mix
 - What funding/finance is available
 - Land sale/transfer arrangement
 - Timescales
 - Proposed management arrangement
 - Building Services performance specification
 - Southwark Design Guide.

Advertising the contract

71. Panel Members have been appointed to the GLA London Development Panel through a two stage restricted procedure in compliance with the Public Contracts Regulations 2006, advertised through a contract notice published in the Official Journal of the European Union (OJEU). Bidders shortlisted at Pre-Qualification Questionnaire (PQQ) stage submitted a tender response in December 2012. The Greater London Authority (GLA) procured the panel on behalf of itself and the authorities listed in OJEU notice (2012/S69-113942).

Evaluation

72. There will be two evaluation panels, one evaluating the financial offer and the other quality. Both panels will have a minimum of three members.
73. At the expression of interest, the GLA LDP panel members will just be asked to give a simple “Yes” or “No” response and, if they are declining, a short statement explaining their reason. All panel members that express an interest will be invited to respond to the sifting brief.
74. The sifting brief will be evaluated on the following criteria:
- i. Response to financial assumptions
 - ii. Approach to community consultation
 - iii. Response to project objectives
 - iv. Response to delivery programme
 - v. Response to design standards brief
75. The responses will be scored between 0 and 10 (where 0 is no response given and 10 is response that exceeds expectation). The aim will be to sift down to the top 6 to 8 highest scoring submissions per lot.
76. Respondents whose submissions were not successful will be formally notified.
77. Successful submissions for each lot will be invited to tender. Those not submitting a tender will be asked for a short statement explaining their reasons.
78. The evaluation of the tender returns will be based on a 70:30 Price/Quality split.
79. The quality criteria is likely to be:
- i. Quality and employer’s requirements
 - ii. Design approach consent
 - iii. Project management and resources
 - iv. Programme
 - v. Approach to gaining planning
 - vi. Construction approach and technical proposal
 - vii. Risk assessment
 - viii. Health & Safety
80. The financial offer will be checked against Schedule 6a of the Framework agreement and is likely to be evaluated on the following criteria:
- i. Sale values (the value the developers will achieve from the sale of the new homes)
 - ii. Construction costs (the contract value and on-costs of the build)
 - iii. Land value (the amount the developers will pay the council for the land)

- iv. Overheads and profit (the compensation the developers expect from their investment).
81. In respect of the financial offer the tenderer with the most competitive offer will receive the maximum score in each criterion. Each remaining tenderer will be awarded a score based on the percentage difference between their offer and the most competitive offer.
82. Notwithstanding the scoring methodology referred to above, tenderers will be advised that the council will scrutinise very carefully any tender that contains a financial offer which appears very low (having regard, amongst other things, to the financial offers submitted in the other tenders received) and will reject abnormally low offers in compliance with the Lead Authorities' power under regulation 30(6) of the Public Contract Regulations 2006 (as amended) to disregard/reject any Tender that is abnormally low.
83. The overall score of price and quality added together will be used as the assessment to appoint the selected development partner for each lot. Where the same panel member is the successful bidder for both lots only one lot will be awarded to that bidder. The decision making process for dealing with this likelihood will be clearly specified within the tender documentation.

Community impact statement

84. A robust consultation programme, that takes into account the views of all residents and relevant stakeholders as well as engaging with those that live in the vicinity of any new development site, has been developed and is being implemented.
85. To ensure community engagement is inclusive, open and accessible to all, we are also consulting with service users, internal stakeholders and affected businesses.
86. A community impact statement will be collated to capture community priorities, issues and needs, in particular groups displaced or impacted by the development proposal. It is proposed that the community impact statement will focus on two distinctive communities:
- Geographical communities - people living, accessing or working close to the development
 - Community of identity – groups that share characteristics such as the older people, minority ethnic groups, faith groups, people with disabilities and young people, etc.
87. Under the Equality Act 2010's Public Sector Equality Duty (PSED), as a public body we must have due regard to the need to:
- 1) Eliminate unlawful discrimination, harassment and victimisation
 - 2) Advance equality of opportunity between different groups
 - 3) Foster good relations between different groups
88. Officers will conduct an equalities impact assessment to ensure that there is no disproportionate or discriminatory impact on groups with protected characteristics.

Sustainability considerations

89. The Public Services (Social Value) Act 2012 requires the Council to consider a number of issues including how what is proposed to be procured may improve the economic, social and environmental well-being of the local area. These issues are considered in the following paragraphs which set out economic, social and environmental considerations.
90. The Council's approach to procurement of the design, development and construction processes will ensure a requirement to maintain and improve sustainability to each tendered project.
91. All homes will have to achieve the Code for Sustainable Homes Level 5 (CfSH5); measures will have to be taken at all stages of development to achieve this.
92. At design stage, requirements will be in place to meet sustainable specifications including the following :
 - Energy efficiency
 - Reduce carbon emissions
 - Conserve water & energy
 - Mitigate flooding risk
 - Safeguarding biodiversity.
93. During construction the appointed contractor/developer will be required to adhere to guidelines outlined in the London Construction Guide which include and are not restricted to the following:
 - Procuring and using materials sustainably
 - Selecting materials with low lifecycle impacts
 - Using local materials
 - Use of materials with high recycled
 - Meet minimum standards set out in Building Regulations.

Economic considerations

94. The programme will be subject to Section 106 Planning Obligations and Community Infrastructure Levy (CIL) to address the impact of development on the various sites.
95. Section 106 planning obligations will be used to address site specific impacts of developments, such as jobs during construction and replacement employment and mitigations against loss of employment floor space on or near the site.
96. CIL, on the other hand, will be used to fund local and strategic infrastructure required to support growth across the borough.
97. As part of the DPA, we will seek commitment to employ local labour, and promote and use local suppliers and businesses where applicable.
98. The programme will also seek to deliver more affordable low-cost market housing through its intermediate rent product which will be targeted at key workers and other middle income households that are being priced out of the inner London homeownership and private rental markets.

Social considerations

99. As the council explores ways it can continue to deliver value for money, it is essential that it makes even better use of its resources to meet the needs of residents and businesses in the borough.
100. The Southwark Regeneration in Partnership Programme seeks to maximise the utility, value and quality of council buildings and services by leveraging in the investment and expertise of established developers through a joint partnership. In doing so it will deliver high quality homes and public buildings and improved life changes for current and future generations while minimising the cost burdens of regeneration to the council.
101. Each site within the programme will deliver high quality affordable homes of all kinds to meet housing need, and together the sites will also offer improved health, education, social care and commercial facilities to ensure that residents are able to access the support and services they need within their community
102. The social rent homes delivered will be retained as council homes on the same terms as those delivered via the direct delivery programme.
103. The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, development partners engaged by the council to provide works or services within Southwark pay their staff at a minimum rate equivalent to the LLW rate. It is expected that payment of the LLW by the successful development partner for this contract will result in quality improvements for the council. These should include a high calibre of multi-skilled operatives that will contribute to the delivery of works on site and will provide best value for the council. It is therefore considered appropriate for the payment of LLW to be required. The successful development partner will be expected to meet the LLW requirements and contract conditions requiring the payment of LLW will be included in the tender documents. As part of the tender process, bidders will also be required to confirm how productivity will be improved by payment of LLW. Following award, these quality improvements and any cost implications will be monitored as part of the contract review process. Officers will investigate how to incorporate a requirement to enhance employment opportunities.
104. The council recognises that apprenticeships are an important route to sustainable employment for our residents and a great way to develop local talent for businesses and is committed to ensuring that its partners and their supply chain support its efforts to create 2,000 new apprenticeships in the Borough by offering apprenticeships and other employment training opportunities to local people. In that vein, developers will be required to provide a minimum of 1 apprenticeship per £1m spend per lot.

Environmental considerations

105. In line with the Energy and Carbon Reduction Strategy, we will work towards the target reduction rate for new council build homes of 15% by 2022.
106. We will aspire to achieve Code for Sustainable Homes Level 5, and therefore have to reduce carbon emissions, conserve fuel and energy as set out in Building Regulations (Part L) Value the Environment.
107. Specifications outline that there should be an efficient approach to waste management. At design stage there is direction for designers to exercise reasonable skill care and diligence in the selection of materials. At construction

stage contractors are required to minimise construction waste and maximise the use of recyclable /reusable products and materials.

108. Specifications stipulated within the Employers Requirements will ensure that development activity is controlled in a way that positively contributes to achieving sustainability.

Plans for the monitoring and management of the contract

109. At a strategic level the programme will be overseen by a Project Board. The Housing Regeneration and Delivery team will carry out contract administration, management and monitoring of this programme. Operationally, project coordinators will be responsible for day to day management and monitoring of the DPA contract, responsibilities will include seeking gateway approvals, main point of contact, budget control, administrative duties, etc.

Staffing/procurement implications

110. The Housing Regeneration Programme Manager will be responsible for the delivery of the overall programme, under the management of the Head of Regeneration - Capital Works and Development, will be responsible for ensuring that the programme is adequately resourced and coordinated to deliver its objectives and procured efficiently and effectively in accordance with best practice for major projects procurement. The Team has recently been restructured and along with new appointments is able to manage this additional workload.
111. The procurement of the development partner required the earlier procurement of additional support strands such as architectural services that carried out feasibility studies and initial design development, financial and valuation consultants who undertook valuations and the development appraisals, legal consultants who provided procurement advice and drafted the DPA.

Procurement decision making framework

112. A key advantage of using the GLA LDP framework is its efficiency – the GLA estimates that the process should take approximately 6 months from EOI to award. However, it also means that developers that have signed up to the framework expect quick decision making.
113. As such the council must be clear about its red lines and outcomes, be able to take decisions quickly during the tender action and to expedite the approval process.
114. As the programme includes sites and deliverables that impact upon a number of service areas, the key to the success of this process is cross departmental involvement through a decision making framework that prioritises, and resolves tensions between objectives quickly.
115. A procurement management group of internal stakeholders will be established to input into the tender documentation and, during the tender, clarifications, evaluations and subsequent gateway reports. Membership will include officers from Finance, Procurement and Legal so that their supplementary advice can be incorporated during report drafting. This is contingent on advance notification of timetable and meeting dates, and buy-in from all participants. In stage decisions will be taken by the director of regeneration and the regeneration – capital works and

development team will be responsible for managing the process and outcomes. The financial implications of the successful bid will be signed off at the Housing Investment Board prior to seeking approval of contract award.

Property implications

116. This proposal seeks to bring forward 19 or more sites for a partnership initiative which will deliver mixed-tenure and mixed-use development in many parts of the borough. It will make a significant contribution to the new council homes target.
117. The recommended approach is a departure from traditional disposals in which an individual site would typically be marketed for bids, with the successful bidder then taking a scheme through the planning process. While the traditional disposal route would be expected to bring affordable housing through planning policy, it would not deliver any more than the policy level. In order to secure additional provision and ownership by the council, a procurement of some kind would inevitably be required. The strategy set out here enables the council to use an existing framework and thereby reduce the time and resource needed in comparison with other routes.
118. Appraisal work already carried out demonstrates that the sites being considered for inclusion have an aggregate capital value of over £100m currently, assuming each were sold by way of an individual open market disposal for a planning compliant scheme, i.e. one with 35% affordable housing. This figure does not allow for developers being willing to bid over market value in order to secure scarce development land in a competitive environment.
119. The proposal therefore takes in a significant number of assets. For comparison, the total in recent years from all property sales and related receipts throughout the council has been circa £50m per annum. With a restricted tenure mix the value of sites would be affected and non-financial returns and/or variations from the usual market value basis of disposal would need to be considered.
120. The council is legally required to secure the best consideration reasonably obtainable for property sales, except for those from the Housing Revenue Account to which different conditions apply. The council has discretion, subject to state aid compliance, to approve a reduction from that level of receipt of up to £2m in each case. Discounts in excess of £2m have to be approved by the Secretary of State. Applying to the Secretary of State may require a decision by Council Assembly.
121. In assessing whether bids by partners meet this duty, the council could take account of non-financial benefits such as new housing to rent against the likely cost of acquiring such housing from developers or through direct delivery. With a package of sites the value and benefits may be considered on an aggregate basis. Any council requirement which reduces the amount of private development for sale will in turn reduce the value of the site to a developer and the amount they are willing to bid.
122. Market activity and the wider economy will affect the appetite of developers to bid for these packages of sites and conditions at present are favourable. Bid returns will be compared with valuations. This will help to minimise the risk that releasing a large number of sites would have a downward effect on value. It may be necessary to review tenure mix and package composition and this report seeks to delegate approval of the final package to the Cabinet Member for Regeneration and New Homes. If our marketing generates proposals which overall are not considered

acceptable, it will be necessary to reappraise the mix. This will be kept under review.

123. Some sites considered for inclusion are subject to residential or other occupation. If these sites are taken forward, acquisition of interests and/or relocation of occupiers will be needed with compensation to be determined. Further authorities may be needed for related activity such as acquisitions, compulsory purchase, central government consents and these will be sought if and when appropriate.

Financial implications

124. In setting out the requirements for the programme the following financial assumptions have been made:
- 1) There will be no net capital cost to the council on completion of the programme, this is predicated on a
 - i. fixed price for the land value and a profit sharing overage on sale values,
 - ii. the return on investment for the programme will be based on a minimum 30 year cash flow
 - 2) The development costs for the council homes and council facilities will be delivered through either cross subsidy from sales or land values.
 - 3) The council will retain the freehold.
 - 4) All social rent units will be council homes with rents and service charges in line with those delivered by Direct Delivery.
 - 5) Intermediate units and private units will be held by the developer.
125. As outlined in paragraphs 22 to 25, the development appraisals being carried out by BNP Paribas and Lambert Smith and Hampton suggest that while an equal mix of tenures is viable on a majority of sites, a variation to the sites where a third across all tenures is unviable (with the baseline being a planning compliant scheme on all sites) would greatly improve viability across the entire package.
126. Indicative figures on the variant mix option suggest a potential gross development value of over £500,000,000 with a positive aggregated residual land value and a viable profit on build costs.
127. This suggests that the package will attract sufficient market interest and competitive value to achieve the following best value objectives:
- i. Deliver council homes and facilities at nil capital outlay from the council
 - ii. Achieve a per unit cost for the council homes that is comparable or better than that could be achieved via direct delivery
 - iii. Generate a capital receipt and full cost recovery for the council
 - iv. Generate future revenue streams and create savings across service departments
128. Taking into account the financial value of the above outcomes, it is considered that the differential in the value between the disposal of the sites and their development through the Southwark Regeneration in Partnership Programme will not be significant. If grant or external funding is available to support the delivery, this will be pursued.

129. An initial budget of £2.5m was established from the Housing Investment Programme and the Regeneration and Development Reserve towards feasibility and legal costs. However, an additional budget of £2m is now required to meet the following costs:
- 1) Planning costs including technical surveys - £1.75m
 - 2) Stakeholder consultation - £10,000
 - 3) Procurement costs – including soft market testing - £40,000
 - 4) Contingency/risk pot - £200,000
130. This additional budget requirement is expected to be funded from the re-profiling of existing estate regeneration commitments within the Housing Investment Programme. This budget virement will be reflected in the 2015/16 quarter 2 capital monitor report to cabinet for formal approval.
131. Officers are also reviewing the option of the above costs of progressing the scheme to development stage to be reimbursed to the council, in future, under the development agreement between the council and the development partners.
132. Once the agreed sites are progressed to development stages, land appropriation issues between the general fund and the housing general fund will also need to be clarified and confirmed.

Legal implications

133. Please see concurrent from the strategic director of law and democracy.

Consultation

134. A robust consultation strategy to involve internal and external stakeholders will be central to the delivery of both lots of sites; a range of consultative tools are being applied to maximise engagement, involve residents and key partners, including those that live or have an interest in the immediate vicinity of any new development.
135. A comprehensive and inclusive approach to promote, educate and engage stakeholders on the regeneration development proposal has been adopted, supplemented by a consultation timetable. The Council's strategic and local consultative groups (area forums, community councils, tenant associations and resident steering groups and other interest groups) are being engaged using correspondence, public meetings, information packs and various social media formats.
136. The consultation programme is being delivered on a site specific and phased basis. Site specific consultation invitations and events are extensively publicised and each site has an allocated project co-ordinator lead to manage the development proposal consultation process. To maximise inclusiveness and participation project co-ordinators will provide sufficient meeting notice; and will minimise barriers of engagement by targeting all marginalised local groups.
137. Ward Councillors are being fully briefed prior to any public consultation and their comments/feedback incorporated into any initial proposals. Council officers will meet with T&RA groups following the Councillor briefings and again, prior to any public consultation.

Other implications or issues

138. None

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Head of Procurement

139. This report is seeking approval for the procurement strategy for two development partners to deliver quality affordable homes and other facilities via the GLA's London Development Panel framework (LDP). The report seeks approval to enter into the joining agreement with the LDP and confirms the programme will be for a period of 6 to 10 years.
140. The report explains that the sites will be packaged into two lots ensuring the best financial viability for the council and interest from the 25 specialist developers on the framework.
141. The report confirms that LDP framework is an EU compliant route for procurement and that all of the providers that appear on this framework have been subjected to a full EU procurement process.
142. The project timetable included within the report is both reasonable and achievable for the proposed procurement strategy, provided that appropriate resources are allocated to the project at the appropriate time.
143. Paragraphs 72 to 83 confirms the evaluation methodology for this procurement will be on the basis of the most economically advantageous tenders and in determining this will use a weighted evaluation model of 70/30 price/quality for both lots . The report confirms that the operating rules laid down by the frameworks allow for this model to be adopted.
144. Paragraph 115 confirms that a delivery programme board has been set up to ensure the programme is tracked and successfully delivered. Within these governance arrangements it is important that an appropriate mechanism is in place to decide on the use of the frameworks or approved list for each scheme.

Director of Law and Democracy

145. This report seeks the approval of the cabinet to a number of recommendations relating to the procurement strategy for the Southwark Regeneration in Partnership in Partnership Programme (as further in paragraphs 1-5) and to the Leader in relation to agreement of detail relating to the lots, and contract award (as noted in paragraphs 6 and 7). As this is a strategic procurement (having an estimated contract value in excess of £15m) then the approval of the procurement strategy and award is reserved to cabinet.
146. The nature of the contracts to be procured are such that they are subject to the full tendering requirements of the Public Contract Regulations 2015. However as noted in this report, the intention is for the council to award 2 contracts after undertaking mini-competitions through the GLA LDP framework, which has been procured through an EU compliant process, and therefore meets the 2015 regulation requirements.

147. The cabinet will be aware of the public sector Equality duty (PSED) under the Equality Act 2010, and when making decisions to have regard to the need to eliminate discrimination, harassment, victimisation or other prohibited conduct, and to advance equality of opportunity and foster good relations between persons who share a relevant protected characteristic and those who do not share it. The relevant characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion, religion or belief, sex and sexual orientation. The duty also applies to marriage and civil partnership but only in relation to the elimination of discrimination. The cabinet is referred to the community impact statement at paragraphs 84-88 setting out the consideration that has been given to equalities issues which should be considered when agreeing this procurement strategy.

Strategic Director of Finance and Governance (FC15/027)

148. The strategic director of finance and governance notes the recommendations in this report to procure two development partners for two packages of Southwark Regeneration in Partnership Programme sites over a 6 to 10 year period.
149. It is noted that the financial viability of the two lots will be confirmed prior to tender as condition of this procurement approval.
150. The strategic director of finance and governance notes that the development appraisals carried out by BNP Paribas and Lambert Smith and Hampton on the proposals indicate no net capital cost to the council on completion of the programme based on the assumptions outlined in the financial implications.
151. The financial implication section indicates that the total cost of progressing the schemes to development stage has risen from an initial £2.5m to a current estimate of £4.5m which is expected to be funded from the budgets in the Housing Investment Programme and Regeneration and Development Reserve.
152. The additional forward funding requirement of £2,000,000 to be met from existing Housing Investment Programme resources by re-profiling current commitments. The HIP is projecting major gap in resources of £99m in 2015/16 and £614m over the life of the 10 year capital programme (as at Q1 of 2015/16). Officers are currently reviewing the spend profile and availability of funding options to ensure the programme can be sustained across the years.
153. It is noted that officers are reviewing the option for the above costs to be reimbursed to the council within the development agreement between the council and development partners.
154. Paragraphs 116-123 outlines the property implications from the proposals which will need to be reviewed further once the bids from the development partners are submitted and evaluated.
155. Paragraph 128 refers to grants and external funding. At present there are no grant schemes in operation. If either of the successful tenderers receive grant support this will be reflected in the overall development agreement.
156. It is also noted that land appropriation issues between the general fund and housing revenue account will need to be clarified and confirmed as the scheme progresses to development stage.

157. The financial offer contained in the tenders is to be checked against Schedule 6a of the Framework agreement and is likely to be evaluated on the following criteria:
- i. Sale values:
 - Sale values to the developer from private for sale properties
 - Sale costs of the social rented properties returning to the council
 - ii. Construction costs (the construction and on-costs of the build)
 - iii. Land value (the amount the developers will pay the council for the land)
 - iv. Overheads and profit:
 - Lower overheads would be rated more highly
 - Profit share to the council (where higher profit share is rated more highly)
158. Staffing and any other costs connected with this recommendation to be contained within existing departmental revenue budgets.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
Cabinet, 27 January 2014 (Item 14) Southwark Regeneration in Partnership Programme	160 Tooley Street, London SE1 2QH	Paula Thornton 020 7525 4395
Link: http://moderngov.southwark.gov.uk/ieListDocuments.aspx?CId=302&MId=4866&Ver=4		

APPENDICES

No	Title
Appendix 1	SRPP Site List
Appendix 2	GLA LDP Panel Members

AUDIT TRAIL

Cabinet Member	Councillor Mark Williams, Regeneration and New Homes	
Lead Officer	Stephen Platts, Director of Regeneration	
Report Author	Diana Hall, Project Coordinator, Housing Regeneration	
Version	Final	
Dated	8 October 2015	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Head of Procurement	Yes	Yes
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	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	8 October 2015	