

<b>Item No.</b>	<b>Classification:</b> Open	<b>Date:</b> 5 April 2016	<b>Decision Maker:</b> Strategic Director of Children's and Adults Services
<b>Report title:</b>		Gateway 2: Contract Award Approval: Ivydale Primary School	
<b>Ward(s) or groups affected:</b>		Peckham Rye / Nunhead	
<b>From:</b>		Director of Regeneration	

### RECOMMENDATIONS

1. That the strategic director of children's and adults' services approves the award of the design and build contract for Ivydale Primary School, to Galliford Try Construction (UK) Ltd (Galliford Try), for a total contract value of £11,659, 454, for the contract period of 59 calendar weeks and 5 calendar days, commencing on 14 April 2016 and completing on 30 May 2017.
2. That the Strategic Director of Children's and Adults' Services approves the variations to the Pre-Construction Services Agreement (PCSA) with Galliford Try, totalling £245,059.73. These will be subsumed into the main works contract and are included in the above total contract value.
3. That the Strategic Director of Children's and Adults' Services approves the variations to the Enabling Works 1 contract, totalling £216,038.18. These will be subsumed into the main works contract and are included in the above total contract value

### BACKGROUND INFORMATION

4. On 16 July 2013 Cabinet approved a primary school investment programme to address the shortfall in primary school places for a number of schools and sites which included Ivydale Primary School. It was envisaged that the works would be procured through the Improvement and Efficiency South East construction and management framework (IESE) and that the projects would be split into two packages.
5. On 22 July 2014 Cabinet approved the procurement strategy to appoint 2 contractors, one for Package A and one for Package B, using IESE. It was envisaged that the contractor for each Package would carry out preconstruction services, the works and, where necessary, enabling works and these services and works would be approved in a number of gateway 2 reports. It was approved by Cabinet that the decision maker for these Gateway 2 reports would be delegated to the Strategic Director of Children's and Adults Services (irrespective of their estimated value).
6. The development to allow the expansion of Ivydale School falls within Package A. The development is on a separate site to the existing school building.

7. On 17 November 2014 the Strategic Director of Children's and Adults Services approved the appointment of Galliford Try to carry out the pre-construction services for Package A under the Improvement and Efficiency South East (iESE) regional framework arrangements for construction and management using the two-stage Design and Build method.
8. The construction works being undertaken will allow Ivydale Primary School to expand from a 2 Forms of Entry school to a 4 Forms of Entry school. The works include the erection of a new two storey, stand alone building on Inverton Road comprising 16 classrooms, hall, kitchen and associated admin, reception and office areas together with a landscaping scheme providing external learning and play spaces including a multi use games area.
9. The main works contract is expected to complete in May 2017. The existing Ivydale School will accept one additional form of entry in September 2016 and two additional forms of entry from September 2017.
10. Full Planning permission was received for the new Ivydale Primary School development in March 2015. In addition, and in order to progress with the programme for the works, a number of enabling works contracts have been entered into, as approved by the Strategic Director (Children's and Adults' Services, and are summarised in Table 1 below. The Enabling Works 2 contract is still progressing and due to complete on 13 April 2016.

**Table 1 – Enabling Works Contracts**

<b>Contract Name</b>	<b>Parties</b>	<b>Initial Term</b>	<b>Approved Contract Value</b>
Demolitions	London Borough of Southwark and Erith Contractors Ltd	16 working weeks	
Enabling Works 1	London Borough of Southwark and Galliford Try.	8 calendar weeks	£488,832
Enabling Works 2 -	London Borough of Southwark and Galliford Try.	15 calendar weeks	£1,129,009

11. This report seeks approval for the award of a contract to Galliford Try Construction (UK) Ltd for the main works based on JCT 2011 Design and Build Contract with the council's standard amendments. This documentation has been subject to detailed review by Southwark Legal Services, with advice from external legal advisors (Sharpe Pritchard).

**Procurement project plan (Key Decision)**

12. The timetable of the procurement process for Ivydale Primary School is set out in the table below.

**Procurement project plan**

Activity	Completed by/Complete by
Forward Plan for Gateway 2 decision	March 2016
<b>Approval of Gateway 1 – Procurement Strategy Approval: Appointment of Contractors for Primary Expansion Programme</b>	22 July 2014
Approval of Gateway 2 (Pre-Construction Services): Contract Award Approval	17 November 2014
Contract Award (Pre-Construction Services)	26 November 2014
Approval of Gateway 2: Award of Contract for Enabling Works	8 July 2015
Approval of Gateway 2: Award of Contract for Enabling Works 2	11 December 2015
Ivydale CCRB Review: Gateway 2: Contract Award Approval for the Design and Build of the Ivydale Primary School (this report)	17 March 2016
Notification of forthcoming decision – Five clear working days	24Mar – 4 Apr 2016
Approval of Gateway 2: Contract Award Report	5 Apr 2016
Scrutiny Call-in period and notification of implementation of Gateway 2 decision	6-13 April 2016
Finalisation of contract terms	13 Apr 2016
Contract award	14 April 2016
Add to Contract Register and publish Contract Award Notice on Contracts Finder	April 2016
Contract start	14 Apr 2016
Contract date for completion	30 May 2017

## **KEY ISSUES FOR CONSIDERATION**

### **Description of procurement outcomes**

13. This procurement will lead to the permanent expansion of Ivydale Primary School from two forms to four forms entry. The works consist of the erection of a new two storey, stand alone building on Inverton Road comprising 16 classrooms, hall, kitchen and associated admin, reception and office areas together with a landscaping scheme providing external learning and play spaces including a multi use games area.
14. The project will provide high quality learning and teaching environments for the staff and students of the new school building which will accommodate Key Stage 2 pupils.
15. Discussions have taken place with the Board of Governors regarding the expansion of the school by 2 Forms of Entry from September 2016 based on completion of the overall works by September 2017. It was agreed that only one additional form of entry will begin in September 2016 and be accommodated in the existing school building, with 2 additional forms of entry from September 2017. This is reflected in the council's brochure for next year's admission.

### **Key/Non Key decisions**

16. This report is for a key decision.

### **Policy implications**

17. The expansion of Ivydale Primary School will help to fulfil Southwark's ongoing commitment to its community, helping to encourage improved educational attainment for the borough's children, and assist with the council's statutory duty to provide additional school places. There is a demand for primary school places in the south of the Borough, which the expansion of Ivydale Primary School forms part of the Borough wide strategy to deliver school places through the Primary Investment Strategy.

### **Tender process**

18. Galliford Try was appointed by way of a mini-competition, in line with the procedure prescribed by the iESE framework arrangements.
19. The procurement for Stage 1, pre-construction services followed the standard IESE two-stage approach, in which the contractor has the following core responsibilities:

#### **Stage 1 (pre-construction)**

- Fully developing the design proposals from RIBA Work Stage E onwards

- Packaging and competitively tendering the works on an open book basis
- Submitting contractor's proposals and pricing document, including the proposed contract sum, for decision by the council (this report).

Stage 2 (construction) – subject to a separate gateway 2 approval (this report)

- Carrying out and completing the works in compliance with the contract documents
20. The Gateway 2 report for the award of the contractors for Stage 1 (pre-construction services) was approved in November 2014. That report detailed the evaluation method followed to award the most economically advantageous tender. From the Stage 2 process, the gateway 2 reports as outlined in table 1 were awarded for Enabling Works 1 and Enabling Works 2.
  21. With this two stage approach to procurement, there is an expectation and likelihood that the contractor appointed for pre-construction services would be appointed for the works contract, subject to the formal decision of the contracting authority to proceed. Value for money is obtained through the application of competitively tendered framework rates for main contractor's core costs (i.e. management, design, certain preliminaries and overheads and profit) and by competitive tendering of the works packages by the main contractor.
  22. This report deals with the appointment of Galliford Try for the main contract works. The design and specification for the project was developed by the consultant team under the direction of the council's Project Management consultants, Mace Limited, which together with the overall scheme proposals were issued to Galliford Try plc. in the form of Employer's Requirements.
  23. Following the process of design development and packaging of the scheme proposals, the contractor has obtained competitively tendered prices for the various packages which, together with their construction phase core costs (previously tendered and reported in the Gateway 2 for pre-construction services) combine to make up the proposed contract sum for the main works.
  24. Galliford Try provided a detailed scope and cost breakdown for the main works in January 2016. This has been reviewed by the consultant project manager, client design advisor and quantity surveyor to ensure that the works are those that are required and that the price is representative of the works being carried out.

### **Tender evaluation**

25. Discussions have been held between the contractor, council officers from Regeneration (Capital Works) and the design team to clarify a number of items in the proposed scope. These have been resolved.
26. The submission from Galliford Try has been reviewed by the Capital Works team, the council's external legal advisor and external cost consultant, against the council's

requirements in order to ensure that it meets these and the approval criteria in terms of value for money. The following key requirements have been met:

- **Confirmation from the council's Cost Consultant that the project represents value for money** - The council's cost consultant has raised clarifications regarding the tender submission which have been worked through with Galliford Try. The council's external cost consultant has also reviewed comparative data with other providers, to ensure that the submitted rates are on market and are justified. It must be noted that a number of additional costs have been identified due to the nature of the ground works undertaken during the Early Works contracts for this scheme. These additional costs referred to as 'relevant events' under the contract, include identification and removal of contaminated soil together with the requirement to provide sprinklers throughout the building to prevent the spread of fire which resulted in a project programme and cost increase. These are included in the variations outlined in the financial implications section of this report.
  
- **The submission from Galliford Try satisfying the council's requirements** - The Employer's Requirements (ER's) form a key document to be included in the contract, and the contractor's proposals respond to these requirements to ensure that they are met. Galliford Try have proposed a small number of items, alongside appropriate justification, which vary from the ER's which have been agreed as acceptable.

#### **Plans for the transition from the old to the new contract**

27. Not applicable

#### **Plans for monitoring and management of the contract**

28. The project client, including the management and administration of the consultant and contractor appointments, will be run and resourced through the Regeneration - Capital Works team. MACE will act as Employers Agent on day to day issues with implementing the contract and reporting on the contractor's performance to Regeneration - Capital Works team. Progress with the contract works and performance of the consultant team will be subject to constant scrutiny and monthly formal review, including reviews on cost, programme and quality. The experienced officer client team will use a number of mechanisms for monitoring and controlling the financial and programme performance of the contract, including:

- Strategic cost plan, which will be regularly reviewed and updated
- Monthly financial statements by the consultant quantity surveyor/contractor
- Monthly appraisals of progress against the contract programme
- Monthly progress reports by:
  - The project manager/Employer's Agent

- Main contractor
- Other design consultants
- Monthly progress meetings on site
- Tracking and chasing actions on critical issues
- Weekly 'look ahead' meetings with principals / directors
- Periodic project team 'look ahead' workshops covering key phases of work and risks
- Risk and issues logs

**Identified risks for the new contract**

RISK		RISK LEVEL	MITIGATION ACTION
1.	Contractor has inadequate resources and management arrangements to deliver the main works project	Low	Ensure prior to appointment – (1) that the contractor plans to deploy adequate resources and is willing to supplement additional resources to the project, if required. (2) that the contractor proposes to put adequate management arrangements in place to deliver the project.
2.	Insolvency of framework contractor	Low	An up-to-date financial check was obtained and this found the contractor to be at 'very low risk'. Galliford Try plc. to provide a parent company guarantee as a condition of contract. Closely monitor performance of firm once appointed.
3.	Construction delays on site due to: <ul style="list-style-type: none"> <li>● Hidden obstructions below ground</li> <li>● Contamination below ground</li> </ul>	Low	Desktop studies and non-intrusive surveys have been undertaken to anticipate and plan for potential hazards on site. Investigation and remediation works undertaken in enabling works contract have de-risked the site in readiness for the main contract works.
4.	Construction delays on site and additional costs	Medium	Pre-order components with long delivery period. Ensure that site operations are thoroughly and realistically planned by the contractor, prior to commencement of the works.

			Allow appropriate contingency provision in the programme to cover possible loss and expense claims arising from delay and disruption of the works. Include Liquidated Damages for non-completion of contract by the contractor.
5.	Delay to approval of planning conditions	Medium	Ensure effective forward planning and regular communication with the planning officer and relevant parties to the decision making process. Information to be submitted for planning approval in a timely manner to allow for approval periods.
6.	Default by key subcontractor/supplier.	Low	A select list of well established sub-contractors by trade maintained by the main contractor, which includes financial health checks and performance monitoring.
7.	Delay to final agreement of contractor's proposals and contract documents, leading to a delay in contract award.	Medium	On going monitoring and forward programming to ensure close can be achieved.
8.	Delay to programme such that the building cannot be occupied in September 2017	Low	On going monitoring and forward programming to ensure works progress to programme Provision of temporary classrooms on main school site to provide accommodation for additional pupils.

### Community impact statement

29. Generally the provision of additional school places, which this contract will ultimately provide, will have a positive impact on communities with increased provision of places in areas where they are in need. The proposals are consistent with promoting the safeguarding and well being of all local children and young people by providing sufficient school places to meet forecast need.

### Economic Considerations

30. Galliford Try plc. will be expected to deliver direct benefits to the local community and



local residents. It is proposed that these benefits will be delivered through some or all of the following possible means:

- Supply chain and procurement with local businesses;
- Use of local labour and training initiatives, including a construction employment, skills and training scheme linked to the council's Building London Creating Futures programme, which aims to match local residents with construction vacancies especially where these are linked to key development sites and regeneration activities;
- A commitment to construction apprenticeships in proportion to the size and scale of the development as agreed in the Partnering Agreement; and
- Corporate social responsibility and sustainability.

31. Discussions have commenced to ensure that there is a coordinated approach to provide a number of apprentice positions across the expansion programme. The Contractor has had meetings with the supply chain to ensure this is implemented and a number of apprentices have already been appointed. Monitoring information will be required quarterly, to a standard format including basic equalities data. A summary of the community strategy document prepared for Ivydale Primary school by the appointed contractor includes the following detailed management of employment provisions:

Work placement (16 Plus Years)	8
Work experience placement (14-16 Years)	1
Construction Curriculum Support Activities	5
Graduates	0
Apprentice starts	3
Existing Apprentices	3
Apprentice Completions	2
Jobs created on Construction Projects	4
S/NVQ Starts for Subcontractors	3
S/NVQ Completions for Subcontractors	3
Training Plans for Subcontractors	4
Supervisor Training for Subcontractors	3
Leadership and management training	2
Advanced Health and Safety Training	4

### **Social Considerations**

32. The council is an officially accredited London Living Wage (LLW) Employer and is committed to ensuring that, where appropriate, contractors and subcontractors engaged by the council to provide works or services within Southwark pay their staff at a minimum rate equivalent to the LLW rate. Galliford Try plc. will meet LLW requirements and contract conditions requiring the payment of LLW will be included in contract documents, which will result in quality improvements for the council. These should include a higher calibre of multi-skilled operatives that will contribute to the delivery of works on site and will provide best value for the council.

33. Pursuant to section 149 of the Equality Act 2010 the council has a duty to have due

regard in its decision making processes to the need to:

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

34. The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The Public Sector Equalities Duty also applies to marriage and civil partnership, but only in relation to (a) above. This report sets out the considerations which have been given to the PSED General Duty, which the Strategic Director of Children's and Adult's Services should consider when making this decision.

35. The contractor made provisions to address Southwark council's equalities obligation during the construction phase. The contractor has reviewed all safety aspects of site management including logistics of deliveries and site traffic. Provisions have been made to ensure that the impact of the contractor's construction phase on vulnerable people by way of age and mobility will be catered for. The site is fortunate that it has slight impact on the existing pavement on one boundary of the school, The contractor has agreed to provide a permanent site marshals to ensure all deliveries are managed safely and that the public have dedicated marshals during site deliveries to reduce any risk to the public, especially more vulnerable members of the public, during the construction phase.

36. As part of the procurement process and in line with recently introduced legislation the council now requires tendering firms and companies to confirm that they have not engaged in blacklisting (meaning the systematic compilation of information on individual trade unionists and their use by employers and recruiters to discriminate against those individuals because of their trade union membership or because of their involvement in trade union activity). However, it should be noted that the procurement of the iESE framework pre-dates the introduction of the legislation and therefore the requirement had not been included at the pre-qualification stage blacklisting

### **Environmental Considerations**

37. The completion of this procurement will create new accommodation which will demonstrate commitment to the carbon reduction measures required by Southwark council, through the application of design principles to manage the use of energy most efficiently.

38. The scheme will be achieving a BREEAM rating of Very Good.

### **Market considerations**

39. Galliford Try plc. has over 250 employees and a national area of activity.

### Staffing implications

40. There will be no direct impact on staffing as a result of the award of this contract.

### Financial implications

41. This report is seeking approval from the strategic director of children's and adults' services to award the contract for the development works for Ivydale Primary School, to Galliford Try at a total cost of £11,659,454 including the cost of pre-construction services and enabling works packages 1 & 2 as outlined below:

	£
Pre-Contract Services Agreement (PCSA)	411,803.84
Variations to PCSA	245,059.73
Enabling Works 1	488,831.16
Client Instructions/variations to EW1	216,038.18
Enabling Works 2	1,129,008.58
Main Works Contract	9,168,712
<b>Total</b>	<b>11,659,454</b>

42. A breakdown of costs, including variations, is given in Appendix 1.

43. The construction cost for the project exceeds the current budget of £10,750,756. This funding gap is due to a number of factors, the removal of the spoil and contamination, the cost of which is being pursued with the consultant and the contractor, the introduction of sprinklers on the advice of the council's insurers and an increase in market rates for construction. The prices that Galliford Try has received for the packages of work also reflect current market cost.

44. Southwark's External Cost Consultant has independently assessed the contract proposals to ensure value for money.

45. Officers will ensure that budgets for the contract are established and profiled on the Council's financial information system for effective monitoring and reporting.

46. Staffing and any other costs connected with this contract to be contained within existing departmental revenue budgets.

47. The total estimated cost of contracts in this report can be met from existing identified resources.

### Legal implications

48. Pursuant to the Cabinet Report dated 22 July 2014 the decision maker for this report is the Strategic Director of Children's and Adults Services.

49. Please see the legal concurrent.

### **Consultation**

50. The proposals have been subject to the decision making arrangements of the council's planning process, including consultation with relevant statutory consultees.

51. The head teacher and governors of Ivydale Primary School has been involved in the design development process.

52. Consultation has been carried out locally ahead of the statutory consultation being conducted through the planning process.

### **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

#### **Strategic Director of Finance and Governance (CAS15/012)**

53. This report is seeking approval from the strategic director of children's and adults' services to award the design and build contract for Ivydale Primary School to Galliford Try, and to approve variations to the Pre-Construction Services Agreement and Enabling Works 1 contract, to be subsumed into the main works contract.

54. The strategic director of finance and governance notes that the costs of the contract can be contained in the current overall primary expansion programme budgets allocated within the council's approved capital programme

55. It is also noted that officers will reallocate budgets within the primary expansion programme to reflect the contract costs for monitoring and reporting as required and that the financial position on the council's primary expansion programme will be reported to members on a regular basis. Officers should ensure that budgets for the contract are established and profiled on the council's financial information system for effective monitoring and reporting.

56. The overall programme faces a risk that there will not be resources available to complete all planned projects, if each individual project is agreed at a sum which exceeds the initial budget for that project. This risk becomes more likely to occur as additional projects are agreed in excess of the planned budget.

57. The on-going running costs of the expansion programme will be met from existing schools budgets.

58. Staffing and any other costs connected with this contract are to be contained within existing departmental budgets.

### **Head of Procurement**


59. This report is seeking approval for the award of a design and build contract along with variations to pre-construction services and enabling works for Ivydale primary school.
60. The report describes the procurement process that was followed which was to carry out a mini competition from the Improvement and Efficiency South East construction and management framework. The report confirms that this was in line with the procurement strategy which was approved by Cabinet on 22 July 2014
61. Paragraphs 25 - 26 describe how the submission from Galliford Try Construction (UK) Ltd was evaluated and the results of that process.
62. Paragraph 28 details the arrangements established to monitor and manage both the consultant and contractor appointments during the life of the contract. These should go some way to ensure that a satisfactory outcome is achieved

#### **Director of Law and Democracy**

63. This report seeks approval of the award of a design and build contract to Galliford Try Construction (UK) Ltd in relation to the expansion of Ivydale Primary School.
64. On the basis of the nature value of the contract its procurement has been subject to the application of the Public Contracts Regulations 2015 ("the EU Regs"). The report advises that Galliford Try Construction (UK) Ltd had been appointed under the iESE construction and management framework which had been procured in line with the EU Regs and that the proposed contract award forms part of the second stage of a two-stage process prescribed under the terms of that framework. As noted in the Gateway 1 report the procurement process is also in line with the requirements of the council's Contract Standing Orders ("CSOs").
65. The report further advises that the proposed contract award is consistent with the Council's various statutory duties and powers and with corporate policy. Paragraph 5 notes that the decisions to approve the award of this and other contracts associated with the iESE packages had been delegated previously by Cabinet to the Strategic Director of Children's and Adults Services.
66. CSOs provide that no contract may be awarded unless the expenditure has been included in approved revenue or capital estimates, or has been otherwise approved by or on behalf of the Council. The concurrent report for the Strategic Director of Finance and Governance advises how this requirement is to be satisfied.

**FOR DELEGATED APPROVAL**

Under the powers delegated to me in accordance with the Council's Contract Standing Orders, I authorise action in accordance with the recommendation(s) contained in the above report.

Signature  ..... Date...20/04/16...

Designation STRATEGIC DIRECTOR .....

**BACKGROUND DOCUMENTS**

Background Papers	Held At	Contact
Cabinet report of 16th July 2013 – Primary Investment Strategy	Capital Works, Regeneration, 160 Tooley Street, SE1 2QH	Rebecca McTier – 02 7525 4808
Cabinet Report of 22nd July 2014: Gateway 1 Procurement Strategy Approval Appointment of Contractors for Primary Expansion Programme	Capital Works, Regeneration, 160 Tooley Street, SE1 2QH	Rebecca McTier – 020 7525 4808
Cabinet Report of 17 <sup>th</sup> November 2014 : Gateway 2: Appointment of Contractors for Primary Expansion Programme for Pre-Construction Services	Capital Works, Regeneration, 160 Tooley Street, SE1 2QH	Rebecca McTier – 020 7525 4808
Enabling Works 1 -	Capital Works, Regeneration, 160 Tooley Street, SE1 2QH	Susan Fuller – 0207 525 5037
Enabling Works 2 –	Capital Works, Regeneration, 160 Tooley Street, SE1 2QH	Susan Fuller – 0207 525 5037

**APPENDICES**

Appendices
APPENDIX 1: Summary of costs

**AUDIT TRAIL**

<b>Lead Officer</b>	Bruce Glockling, Head of Regeneration	
<b>Report Author</b>	Susan Fuller	
<b>Version</b>	3	
<b>Dated</b>	17 March 2016	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>
Director of Law and Democracy Services	Yes	Yes
Strategic Director of Finance and Corporate Services	Yes	Yes
Head of Procurement	Yes	Yes
Cabinet Member	No	No
<b>Contract Review Boards</b>		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		

BACKGROUND DOCUMENT – CONTRACT REGISTER UPDATE - GATEWAY 2

Contract Name	Gateway 2: Contract Award Approval for the Design and Build of the Ivydale Primary School
Contract Description	To award a contract to Galliford Try plc., in the sum of no more than £11,659,454, for the Design and Build of Ivydale Primary School
Contract Type	Design and Build
Lead Contract Officer (name)	Bruce Glockling
Lead Contract Officer (phone number)	020 7525 0138
Department	DCE
Division	Regeneration
Procurement Route	iESE Framework
EU CPV Code (if appropriate)	
Departmental/Corporate	Departmental
Fixed Price or Call Off	Fixed Price
Supplier(s) Name(s)	Galliford Try plc.
Contract Total Value	£11,659,454
Contract Annual Value	N/A
Contract Start Date	14 April 2016
Contract Date for Completion	30 May 2017
No. of Remaining Contract extensions	n/a
Contract Review Date	n/a
Revised End Date	n/a
SME/ VCSE (If either or both include Company Registration number and/or registered charity number)	



Comments	
London Living Wage	Yes

This document should be passed to the member of staff in your department responsible for keeping your departmental contracts register up to date.

