

<b>Item No.</b> 15.	<b>Classification:</b> Open	<b>Date:</b> 24 July 2018	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Gateway 0 - Strategic Options Assessment for 2019 + Highways Services Delivery Options and Contract Procurement Strategy	
<b>Ward(s) or groups affected:</b>		Borough wide	
<b>Cabinet Member:</b>		Councillor Richard Livingstone, Environment, Transport Management and Air Quality	

## **FOREWORD – COUNCILLOR RICHARD LIVINGSTONE, CABINET MEMBER FOR ENVIRONMENT, TRANSPORT MANAGEMENT AND AIR QUALITY**

As a Highway Authority, Southwark Council has a statutory responsibility to ensure its highway network is maintained to a safe standard.

Since 2013 the maintenance, repairs and improvements of the highways under the responsibility of the council have been carried out by Conway Aecom Limited, under our highways and professional services contract. This contract expires in March 2019, although the cabinet can extend the contract beyond this date for any period up to two years.

It is therefore timely for cabinet to consider what its arrangements for delivering this work should be beyond March 2019, and so this report explores the options available to us.

The report below concludes that the best approach is to bring back in-house those elements of the service where it is practical to do so when the current contract expires. These elements are those where it is feasible to directly deliver the service without burdening the council with high capital investment in plant and equipment, and where risks of inefficient working due to workload fluctuations on reactive repair works are reduced.

Therefore, I am pleased to support the recommendations to bring the safety inspections and gully cleaning works in-house. The recommendations also propose to enhance in-house design services and explore the optimum procurement strategy for the remaining works and services through the Gateway 1 process.

## **RECOMMENDATIONS**

1. Notes that the current highways and professional services (HAPS) contract ends between March 2019 and March 2021 providing the council with an opportunity to review the way in which those services are delivered.
2. Approves the recommended strategic delivery option (paragraphs 24 and 25) to bring essential services such as highway safety inspections and the routine and reactive gully emptying service under the direct control of the council and to enhance the in-house design and project management team within the highway division.

3. Notes a Gateway 1 will be prepared for the purpose of obtaining approval of the procurement strategy for the remaining out-sourced works and services based on the Cabinet's decision.

## **BACKGROUND INFORMATION**

4. During 2011 and 2012 Southwark Council carried out a competitive tender process under the EU Restricted route to procure services for their highways maintenance and professional services responsibilities. The provision of the services was divided into Lots as detailed below:
  - Lot A – Highways Maintenance
  - Lot B – Project Delivery (Works)
  - Lot C – Professional Services
5. Following evaluation, including a secondary evaluation against Transport for London's (TfL) London Highways Alliance Contract (LoHAC), all three Lots were awarded to Conway Aecom Ltd.
6. The Lots commenced on 1 April 2013 for a duration of 6 years taking the contract through to an expiry date of 31 March 2019. The contract allowed for an option for Southwark Council to extend the contract for any duration of up to two years by informing Conway Aecom in writing with a minimum of three-months' notice. Following due process the Southwark Council Cabinet meeting on 13 March 2018 approved an extension of this contract for up to 2 years. The decision on the actual duration of the extension has been delegated to the Strategic Director for Environment and Social Regeneration. Southwark Council needs to inform Conway Aecom of the contract extension decision by 31 December 2018. Conway Aecom Ltd has met or exceeded most of the Key Performance Indicators (KPIs). In earlier years, as might be expected in a contract of this size and complexity, they struggled to meet certain KPIs. However, improvement plans have been put in place and performance has improved to a good level in the 2017-18 financial year.
7. The 2017 National Highways and Transport Network report provided some very positive news for Southwark Council. This annual report is based on a number of questions via MORI to the public relating to their satisfaction of a range of highway and transport services. Out of 26 Key Benchmark Indicators, Southwark Council achieved "Best in Country" in 9 categories and "Best Improved" in 7 categories.
8. The average revenue budget for highways maintenance over the past 3 years (2015-16 to 2017-18) was £2.1m. The average capital budget, including external funding, over the past 3 years (2015-16 to 2017-18) was £8.4m.

## **KEY ISSUES FOR CONSIDERATION**

### **Future service requirements and outcomes**

9. Under the Highways Act 1980 Southwark Council, as Highway Authority for most of the public roads and pavements within the borough of Southwark, have a responsibility to ensure those public highways are maintained to a safe standard. This will cover everything from a standard "pothole" repair to gritting the roads and pavements deemed necessary during freezing conditions and snowfall. In addition to these statutory duties the Council also has a responsibility to endeavour to improve the highway network where feasible. This is carried out by Capital Funding

which can be from Southwark's own budgets or from external partners such as TfL or through developers S106 / CIL funds. Any future contract arrangements will require flexibility to accommodate uncertainty over future budget levels, particularly where these funds are from external sources.

10. Under the Council's Fairer Future Promises there are a number of commitments which improvements to the highways network will help the Council achieve. Improvements to the footways and cycleways will encourage residents and visitors to adopt a more sustainable mode of transport than a motor vehicle, to help provide a greener borough and encourage more active and healthy lifestyles. A number of highway improvement schemes are implemented alongside other initiatives to help revitalise neighbourhoods and communities. The existing service delivery option was rigorously tested to ensure value for money and all changes recommended will undertake similar market testing. All highway works, and in particular the highway improvement works, will be reviewed by highway officers to ensure they are as inclusive as feasible.
11. The services in scope can be summarised as follows:
  - Highway safety inspections
  - Emergency or urgent reactive repairs
  - Planned maintenance and repairs
  - Drain clearing and maintenance
  - Carriageway gritting / winter service
  - Carriageway resurfacing
  - Footway renewal
  - Capital project delivery
  - Design and associated professional services.

### **Benchmarking**

12. As highway maintenance is a statutory requirement, and highway improvements are essential for the ever increasing population and to drive regeneration and improve safety every highway authority ensures this function is delivered. All authorities in London rely on outsourced provision for at least some of these services. A small number deliver some of these elements in-house. The highways maintenance, highways improvements and highways professional services market is very competitive throughout the UK. This is even more so in London due to the close proximity of 34 different highway authorities (32 London boroughs + City of London + Transport for London) and a number of major development sites that require roads, pavements, cycleways, open spaces etc. There are at least 8 contractors and 8 consultants who provide similar services within the London Boroughs. The works provision across the London Boroughs can be summarised as:
  - 4 x Mixture of in house and out source delivery
  - 1 x PFI
  - 5 x TfL LoHAC framework (all services)
  - 23 x Complete out source.

### **Strategic service delivery options and assessment**

13. During the first few months of 2018 a Project Board was developed to consider the most appropriate method of delivering the highways services once the current HAPS contract expires. A number of meetings and discussions have been held

with Southwark Officers, suppliers and other highway authorities, which have allowed Southwark to review the success of the current contract and consider different options including possible joint working with neighbouring boroughs.

14. A workshop was held with the Project Board and other strategic heads of service within the environment department to consider the various tasks required of the highway service and review the most effective methods to deliver them. This review considered in-house delivery and external provision for the full range of tasks and functions. The items below are the considerations made during this assessment.

### **In-Source**

15. The advantages and disadvantages of bringing works and services back under the direct control of the council were previously considered in the Highways and Professional Services – Extension of existing contract Gateway 3 report. This concluded that the advantages included:

- Direct access to the DLO who will deliver repairs by council employees
- Possible division / department resource sharing where skill set allows
- Single point of contact within Highways Management Team with direct responsibility for operatives.

And the disadvantages included:

- TUPE cost implications for council
  - This would result in a strategic change of policy and direction for which there is no direct management experience
  - Agreements with material suppliers needed. Limited purchase power is likely to result in higher costs.
  - Agreements with plant suppliers needed. Limited purchase power is likely to result in higher costs.
  - Agreements with specialist sub-contractors needed. Limited purchase power is likely to result in higher costs.
  - Southwark Council take on all liabilities
  - Specialist design services would still need to be procured
  - Need to consider how peaks and troughs in work loads for both works and design would be taken care of
16. To deliver a comprehensive highways maintenance and scheme delivery service of the type required by the council is a major undertaking which requires resources other than staff such as specialist items of plant, numerous and various vehicles, depots, stockpiles of materials, specialist IT software and systems, etc. As an example a single road planing machine (that removes the old road surface) of the size often used in Southwark would cost around £300k for a second hand one in reasonable condition and around 5 years old. A piece of equipment like this would be necessary to carry out the works but would not be in use all the time. In addition a cost comparison exercise determined the most economically advantageous delivery method for carriageway gritting is to retain this as an out-sourced service. The buying power for materials and plant of a relatively small customer such as Southwark Council would be weaker than an established contractor who has numerous similar contracts. All the risks and liabilities would also lie directly with the council. A summary table detailing the areas of work considered for insourcing is shown below:

**Table: In-house capability analysis**

Criteria / Task	Inspections	Reactive maintenance (2 / 24 hr)	Planned maintenance (7 / 28 day)	Gully emptying	Carriageway gritting	Major maintenance (NPR & PR)	Scheme delivery	Design
Space	Y	N	N	Y	N	N	N	Y
Knowledge	Y	Y	Y	Y	Y	Y	Y	Y
Supply Chain	Y	N	N	Y	Y	N	N	Y
Equipment	Y	N	N	N	N	N	N	Y
Cost	Y	N	N	Y	N	N	N	Y
Decision to insource	Y	N	N	Y	N	N	N	Y

A summary of the task descriptions and delivery recommendation in each case is shown below:

- **Inspections** – a team of highway inspectors checking the safety of the highway by visual inspections on predetermined routes. They analyse any defects found for risk and urgency and order the necessary repair works. Bring in house.
- **Reactive maintenance (2 / 24hr)** – a number of teams with the necessary skills, plant and materials that carry out emergency or urgent repair work. At least one team is on call 24 hours a day, 7 days a week, 52 weeks of the year. Remain outsourced
- **Planned maintenance (7 / 28 day)** - a number of teams with the necessary skills, plant and materials that carry out essential repair works that have been identified by the Highway Inspectors or called in by members of the public. Remain outsourced.
- **Gully emptying** – two gully suckers emptying road gullies on predetermined routes. They also react to any defects identified by the Highway Inspectors or called in by members of the public. Bring in house.
- **Carriageway gritting** – a service provided each winter to spread salt / grit during freezing conditions and clear any snowfall from predetermined routes. A purely reactive service with resources on call at all times between October and April only. Remain outsourced.
- **Major maintenance (NPR & PR)** – planned resurfacing of large lengths of roads or pavements following condition surveys and asset management assessments. Requires large and often specialised equipment and a skilled workforce. Remain outsourced.
- **Scheme Delivery** – the physical works of major schemes such as town centre renewals, junction improvements or cycle quietway installation. Requires

extensive planning and large and often specialised equipment and a skilled workforce. Remain outsourced.

- **Design** – the design and project management of proposed schemes including project inception, consultation, outline and detailed design and overseeing the works during construction. Bring in house, retain out source option.
17. From the review and discussions it is recognised that there are a few similar services within Southwark Council that are being delivered directly by members of Council staff. This includes vital front line services which are currently being out-sourced and upon review it was deemed beneficial to bring these services under the direct control of the council. These services include:
- Routine highway safety inspections
  - Routine and re-active gully emptying services
  - An enhanced design and project management team.
18. These services have been selected for insourcing based on an assessment of best fit with existing Council services, risk profile and cost.

### **External Procurement**

19. Given that it has been concluded that a number of these service areas should continue to be outsourced, a number of external out-sourcing options have been reviewed and considered. These are outlined below:

#### **Private Finance Initiative**

- Normally this type of contract is for those authorities whose networks are in a very poor condition at the start of the contract and needed a dramatic initial investment. Compared to current national road conditions the highways within Southwark are in a relatively good condition.

#### **Frameworks**

- LoHAC was created by TfL to cover the highways maintenance and project delivery service throughout the TfL Road Network. The contracts have the ability for London Boroughs to enter into a call off agreement with the supplier in their area to provide the full service or any part of it.
- Ealing Framework (for Professional Services) – Southwark Council has an Access Agreement with Ealing Council and is a member of the London Contracts and Supplies Group for Lot 3 – General Engineering which includes design and professional services for highway schemes.
- Lewisham Framework (for Professional Services) – Lewisham Council awarded a framework design contract to Waterman Infrastructure and Environment Ltd in April 2018. Lewisham Council have advised this will also be open to London Boroughs and Southwark Council would be welcome to join.
- The council's Housing and Modernisation department is currently tendering for a new professional services framework. Some elements of the highways design service may be within the scope of this framework.

## **Tender**

- New competitive tender – On expiry of the current contract, a new supplier or suppliers would be ready to take over the relevant services having been selected after a competitive tender process. The different types of contract have been considered and the NEC4 Term Service Contract is the most appropriate. The number, size and services within each Lot should be carefully reviewed.

## **Shared Service Delivery**

- Joint Borough procurement – there are now a few different consortia of London Boroughs who have joined together to tender for services such as highways maintenance and project delivery. It is probably too early within these contracts periods to carry out a detailed analysis to determine the impacts and efficiencies of service delivery in this manner. However, it is expected that procurement costs would be reduced and rates are likely to be competitive if the workload is greater and savings can be made by any suppliers by reducing total resources across more than one borough. Initial discussions have been held with officers from both Lewisham Council and Lambeth Council and in principle all parties are keen for further discussions. There are numerous synergies between the three Boroughs and this option would give any supplier various opportunities for efficiency savings.

## **Voluntary sector/not for profit**

- There are no known voluntary sector or not for profit organisations that provide the required service.

20. The advantages and disadvantages of each option will be considered further in the Gateway 1.

## **Market considerations**

21. The current HAPS contract was tendered at a time when, according to the Office for National Statistics, the UK was slowly recovering from an economic recession and construction output figures were in steady decline. However, the recent construction output figures from the Office for National Statistics indicate little recovery and some sectors, including public, are still in decline.

22. Therefore, it could be expected that any tenders carried out soon would be as competitive as those carried out some years ago. However, the impact the exchange rate of sterling and the changes to the free movement of labour due to the UK's imminent withdrawal from the EU would need to be considered. It is uncertain how suppliers will view these risks in their pricing strategy or how long it will be until the risks are resolved. It is quite feasible this will be beyond the latest possible tender period of summer 2020.

23. There are a high number of contractors capable of delivering highways maintenance and improvements projects for Southwark Council ranging from fairly small family run businesses to multi-national and multi-disciplined conglomerates. Similarly for the professional services delivery there are a range of professional consultants who operate within the London area who are all capable of delivering

the services required. Both FM Conway and Aecom Ltd (the parent companies of Conway Aecom) have a number of contracts within London and the surrounding area.

**Recommended strategic delivery option**

- 24. From the review it is recommended that some services where there are similarities to other Southwark provided services and where there is little initial capital investment required are brought in-house. These services are highway safety inspections, carriageway gully cleaning and enhancing the design team. This report is intended to act as approval for the procurement strategy in respect of the proposed insourcing of these services.
- 25. Other services that require investment in specialist plant and equipment or those that need to be done within tight timescales should remain out-sourced. Subject to Cabinet approval of the recommendations in this report a Gateway 1 report will set out the details of the council’s procurement strategy for these services. The Gateway 1 will allow further consideration of shared service delivery in the areas of reactive repairs, planned repairs, carriageway gritting, major maintenance and scheme delivery.
- 26. This is the recommended service delivery model for the highways services on the expiry of the current HAPS contract with Conway Aecom.
- 27. A SWOT analysis of the proposed service delivery model is set out below:

<p><b>STRENGTHS</b></p> <p>The critical role of highway safety inspections will be directly managed by the Southwark Council Highways Team providing greater control and more efficient processes.</p> <p>The in-house design team will be enhanced to a sustainable level giving greater control over the designs and providing opportunities for Southwark staff.</p> <p>Core reactive works such as paving slab replacement and pothole repairs that must be done within tight timescales will still be outsourced.</p> <p>Major project delivery works that require significant resources, including specialist plant, will still be outsourced.</p> <p>Carriageway gully emptying will be brought in-house as efficiencies can be made in conjunction with the current in-house cleansing services.</p>
<p><b>WEAKNESSES</b></p> <p>Some Professional Services consultants may be deterred from bidding if the out-sourced service is reduced.</p> <p>Providers prefer an all-in service provision to provide better economies of scale; reducing the outsourced services may lead to higher prices.</p>
<p><b>OPPORTUNITIES</b></p> <p>As the Professional Services element will be smaller in size this may encourage a wider range of organisations including SMEs and local businesses in bidding.</p> <p>Potential for an increase in Apprenticeships / Graduate Training within the Highways Division with an increase in workload.</p> <p>Asset management information may be better recorded.</p>
<p><b>THREATS</b></p> <p>Southwark Council will be liable for any failings in undertaking highway safety inspections in line with requirements and for any design errors undertaken in house.</p> <p>Southwark will need to ensure the design service is adequately resourced. There is a known scarcity of highways professional design staff which will be an issue for both in-</p>



house and out-sourced employers.

### Decommissioning services

28. There is a clear “exit strategy” within the current HAPS contract for both Conway Aecom and Southwark Council to follow.

### Policy implications

29. Having an effective highways service is an important component of delivering the Councils plan and fairer future promises. In particular promise 1 – value for money, promise 6 – Greener Borough, promise 7 – safer communities and promise 9 revitalised neighbourhoods will benefit from this service.

### Identified risks for the service and recommended strategic option

30. The identified risks are listed below:

No	Risk	Description and Mitigation	Risk rating
1	Unable to indemnify the Council if safety inspections are not carried out leading to claims.	Southwark may be liable for insurance claims where it can be proven that inspections were not carried out correctly. A good system and rigorous processes will need to be adopted and adequate training provided	M
2	Liability for failing to undertake gully cleaning operations rests with the Council	Provide sufficient resources and ensure there is a comprehensive contingency plan	L
3	As some services are being brought in-house TUPE regulations will apply to some currently out-sourced personnel	At this stage, liabilities are unknown. Early liaison with internal TUPE lawyer and HR representative is required	L
4	Unable to adequately resource internal design function	An ‘out-sourced’ design option will continue to exist and this can be expanded to mitigate the risk	L
5	Liability of poor design by in-house team rests with council	If inadequate designs are undertaken in house, liability for any failure eg from contractor claims or public liability lies with the council. This will be mitigated as far as possible by ensuring adequate quality control and management processes are put in place	M

No	Risk	Description and Mitigation	Risk rating
6	The Capital budget reduces leaving Southwark with resources in the design team being under utilised	Provide sufficient resource based on known budgets from the March 2014 Cabinet meeting. Surplus work to be undertaken by the Professional Services Consultant.	L
7	Some companies may be deterred from bidding for out sourced works due to decreased workload	Liaison with relevant companies ongoing. This may also be mitigated by increased interest from SMEs	

### Key/Non Key decisions

31. This is a key decision.

### Next steps

32. The Highways Team, in conjunction with Lewisham and Lambeth, have procured a consultant to update the current highways technical specification to ensure the latest industry standards are followed.
33. Upon approval of this report, a Gateway 1 will be processed for the procurement strategy for the out-sourced work. Discussions with Lambeth and Lewisham will be held to determine if further collaborative working is feasible. Tender and Contract documents will be prepared.

### Service delivery project plan (key decisions)

Activity	Complete by:
Enter Gateway 0 decision on the Forward Plan	22/03/2018
DCRB Review Gateway 0	20/06/2018
CCRB Review Gateway 0	28/06/2018
Cabinet	24/07/2018
Indicative Gateway 1 approval	30/11/2018
Current contract end date (earliest)	31/03/2019
Indicative Gateway 2 approval	31/12/2019
Current contract end date (latest)	31/03/2021

### Community impact statement

34. People in all areas of the borough are affected by the quality of the public highway and its assets.
35. The very young and the elderly would benefit the most by having a footway network which is well maintained and safe to use.

36. The award of new contracts or delivering some of the services directly is not considered to have any detrimental impact on local people and communities.
37. All service elements contained in the contracts are a borough-wide service. The updated technical specification addresses planning and delivery of planned and responsive works and seeks to improve quality of the service and product and customer satisfaction.
38. The impact of the service will affect all communities / groups, residents, businesses, visitors and those that pass through the borough and will in turn improve the quality of life to all. Direct benefits are a well maintained infrastructure which makes an important contribution to the safety of all. Continued emphasis on maintenance will especially benefit the most vulnerable members of the community i.e. the elderly, the disabled and young children.

### **Social value considerations**

39. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing any procurement process, how wider social, economic and environmental benefits that may improve the well being of the local area can be secured. Social value considerations and how the delivery of these services can benefit the local area are detailed below:

### **Economic considerations**

40. The economic considerations will be in the appraisal process and will be reported in the Gateway 1 report.

### **Social considerations**

41. The new contracts will require training opportunities to Southwark residents based on the level of spend by the council and will require commitment to the Councils policy on London Living Wage and apprentice employment.
42. The new contracts will contain a clause for the suppliers to comply with the requirements of the Employment Relations Act 1999 (Blacklists) Regulations 2010 ("the Blacklists Regulations").

### **Environmental/Sustainability considerations**

43. The new contracts and service provision will adhere to industry best practice on sustainability and arisings from highways maintenance will be recycled and re-used in the borough whenever possible.
44. The contract specifications will set out the need for the completion of specific project / works related environmental assessments including impact on fauna, flora, soil and water and installation of required control measures where necessary.
45. The contract specifications will demand the latest Euro standard engines on new fleet in this contract, and encourage more sustainable forms of transport where this is feasible.

46. The use of dust suppression techniques for all construction activities will be a contractual requirement. Road planers will be fitted with systems using computer controls to manage suppression whilst minimising water consumption.

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

47. The highway works and services will be monitored through the use of pre-determined Key Performance Indicators managed by the Highways Division.

#### **Resource implications**

48. Additional resources will be required to undertake the highway safety inspections and gully cleaning service in house. The existing design team will also need to be enhanced to reflect a greater in house provision. These will be resourced from expected lower contract costs as a result of no longer outsourcing these services.

#### **TUPE/Pensions implications**

49. A change in the provider of existing services, including in this case insourcing, is likely to amount to a Service Provision Change under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE). However whether TUPE will apply and the extent to which it may result in the transfer of employees will depend on a number of factors, in particular whether there is change in identity from an incumbent provider to a new provider and, if so, how the existing provider organises its workforce to deliver the services under its current contract or sub-contract.
50. Due diligence needs to be undertaken with the current provider to obtain a clearer picture of the TUPE implications for the Gateway 1 stage and further legal advice will be sought in light of the result of that due diligence. If there is a transfer of employees to the council from an incumbent contractor, then support will be also be sought from the council's human resources department at the earliest opportunity.

#### **Financial implications**

51. There will be no impact on current anticipated budgets.

#### **Investment implications**

52. There will be no investment implications.

#### **Legal implications**

53. Please see concurrent from the director of law and democracy.

#### **Consultation**

54. Formal consultation with the incumbent supplier and potential tenderers will be undertaken in accordance with the current contract and procurement regulations and guidance.

#### **Other implications or issues**

55. None.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

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

56. This report seeks the approval of the strategic options assessment for the delivery of highways maintenance and associated professional services in Southwark.
57. Under the council's contract standing orders, a pre-procurement / Gateway 0 report is required for any service contract with an estimated contract value of £10m or more, or other strategically important contract for services, goods or works where requested by the relevant cabinet member. The decision to approve the report recommendation is reserved to the relevant cabinet member under the council constitution but may be referred to cabinet for approval at his / her request.
58. The recommended strategic delivery option involves a combination of in-house and outsourced service provision. The details of the outsourced service provision will be confirmed in the Gateway 1 report together with the proposed procurement strategy.

### **Strategic Director of Finance and Governance**

59. The strategic director of finance and governance notes the recommendation to cabinet to approve the recommended strategic delivery option (items 24 and 25) to bring essential services such as highway safety inspections and the routine and reactive gully emptying service under the direct control of the Council and to enhance the in-house design and project management team within the highway division on the expiry of the current HAPS contract with Conway Aecom.
60. The strategic director of finance and governance notes that there are no additional financial implications arising from this report.
61. All staffing and other related costs to be contained within existing departmental revenue budgets.

### **Head of Procurement**

62. No further comments received.

## BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
Highways Service Delivery tasks	Highways Division, 160 Tooley St London SE1 2QH	Jason White 020 7525 4032
<b>Link:</b> <a href="http://modern.gov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=6125&amp;Ver=4">http://modern.gov.southwark.gov.uk/ieListDocuments.aspx?CId=302&amp;MId=6125&amp;Ver=4</a>		

## APPENDICES

No	Title
None	

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Richard Livingstone, Environment, Transport Management and Air Quality		
<b>Lead Officer</b>	Ian Smith, Director of Environment		
<b>Report Author</b>	Jason White, Highways Consultant		
<b>Version</b>	Final		
<b>Dated</b>	12 July 2018		
<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>	
Strategic Director of Finance and Governance	Yes	Yes	
Head of Procurement	Yes	Yes	
Director of Law and Democracy	Yes	Yes	
<b>Contract Review Boards</b>			
Departmental Contract Review Board	Yes	Yes	
Corporate Contract Review Board	Yes	Yes	
<b>Cabinet Member</b>	Yes	Yes	
<b>Date final report sent to Constitutional Team</b>			12 July 2018