

Item No. 18.	Classification: Open	Date: 14 July 2020	Meeting Name: Cabinet
Report title:		Gateway 1 - Procurement Strategy Approval Lift Maintenance, Refurbishments and Replacement	
Ward(s) or groups affected:		All	
Cabinet Member:		Councillor Kieron Williams, Housing Management and Modernisation	

FOREWORD – COUNCILLOR KIERON WILLIAMS, HOUSING MANAGEMENT AND MODERNISATION

With 753 passenger lifts across our housing blocks, Southwark Council has one the largest stocks of residential lifts in the country. Ensuring these lifts are well serviced and replaced when needed is a vital job for the council. Easy access to your home - with shopping, pushchairs and even new furniture - is important to all of us making reliable lifts are an essential part of taller blocks. For many people with disabilities and long term health conditions even short lift outages can be much more than an inconvenience, leaving people cut off from the world. That is why we invest £2.5 million each year to make sure our lifts are in a good condition for all our residents. That investment has delivered major improvements in reliability over recent years. However, with so many lifts to maintain we must not be complacent. This paper sets out how we will procure new providers to continue to maintain, refurbish and replace our lifts over the coming years. Ensuring standards remain high and that we also provide wider benefits for local people including well paid jobs and apprenticeships.

RECOMMENDATIONS

Recommendations for the Cabinet

1. That Cabinet approves the procurement strategy outlined in this report for two (2) Lift Maintenance, Refurbishment and Replacement contracts – Contract A: north of the borough at an estimated annual cost of £1.488m and Contract B: south of the borough at an estimated annual cost of £1.105m for a period of 6 years from January 2022, with the option to extend up to a further 2 years (in increments at the council's sole discretion subject to performance), making an estimated contract value of £20.74m.
2. That Cabinet notes that the successful contractors will act as back up to each other on their tendered rates to ensure an efficient service delivery.

Recommendation for the Leader of the Council

3. That the Leader of the council delegates authority to Cabinet Member for Housing Management and Modernisation to approve the Gateway 2 report for 2 Lift Maintenance, Refurbishment and Replacement contracts.

BACKGROUND INFORMATION

4. Currently, the provision of lift maintenance works is being carried out under 2 contracts (Contract A – north of the borough) and (Contract B – south of the borough). These contracts commenced on 2 January 2015 for an initial 5 year period with the provision to extend for a further 2 years. The 2 year extension was utilised via a Gateway 3 report dated 2 December 2019, meaning an expiry date of 1 January 2022.
5. The council has two main divisions responsible for lift maintenance:
 - Asset management; and
 - Corporate Facilities Management (CFM).
6. On 15 April 2020, CFM confirmed that it would be procuring its own lift maintenance works and therefore has been excluded from this procurement.
7. The existing contracts provide planned preventative maintenance (PPM), repairs, refurbishment and installations to both passenger and disability lifts.
8. Lift contractors generally specialise in either passenger or disability lifts. Reviews with the existing term contractors, during monthly progress meetings, identified that stair lift manufacturers operate a small approved supply chain for installation and maintenance. Installation of stair lifts often comes with long term extended maintenance and service requirements which are essential to ensure disability lifts meet 6 monthly independent insurance inspections. Historically, this has meant that the disability lifts work has been sub-contracted. There are currently 715 disability units in council tenant properties and delivery of these services would be better supported by a separate contract with a specialist contractor. For these reasons, asset management will procure disability lifts separately via a Gateway 1 report scheduled to be approved by the strategic director of housing and modernisation in the autumn of 2020.
9. The proposed scope of works for the new contracts are:
 - PPMs
 - Refurbishments and replacements
 - Repairs; and
 - Emergency out of hour's service.
10. Contract A and B will be awarded based on a geographical split of the borough as set out below. Each contract will be for an initial 6 year term and include a provision for them to be extended by a further 2 year period.
 - Contract A – North - Bermondsey Borough and Bankside, Rotherhithe and Walworth.
 - Contract B – South - Camberwell, Peckham, Nunhead and Peckham Rye, Dulwich.
11. As there are 753 passenger lifts across the council's housing blocks, it should be noted that the appointment of a single contractor for Contracts A and B would not be appropriate. It is considered that such an arrangement would present a significant risk to the council should either contractor default or fail to perform. Such

a risk would increase the absence of any backup/support arrangement with an alternative contractor. Therefore, no single contractor will be awarded both contract areas and 2 contractors will be awarded a contract who will both act as backup to each other.

12. The proposed contracts will support an in-house team of lift engineers who attend first calls and specify repairs and refurbishments which require specialist materials.
13. The estimated annual value of each contract is:
 - Contract A £1,487,800
 - Contract B £1,105,200
14. The proposed duration of 8 years (initial 6 years plus 2 year option to extend) provides the following advantages;
 - i. Presents to the market a highly attractive contract package that offers a stable turnover that should deliver efficiency and innovation improvements such as long-term identification of planned works: e.g. cable renewals which have significantly reduced the amount of lift downtime.
 - ii. Fairer future commitments from the contractors can be realised due to long term contract and consistency of work load, including the opportunity for contractors to develop long term supply chains, to invest in a number of social value initiatives to improve local communities, and to build a long-term relationship with the council's training and employment partners to provide local apprenticeships in the construction industry.
 - iii. Maintenance and energy performance of existing lifts can be analysed to identify long term refurbishment and replacement plans to improve performance within existing budgets over the next 6 to 8 years.
 - iv. New build lift assets can be incorporated into these new contracts as and when they are commissioned and pass out of the defect's liability period.
 - v. Contractors are able to invest in the delivery of a contract and manage their resources more efficiently, particularly through having early visibility of Housing's major works program for lifts and the ability to forward plan workload.
15. The total estimated value of the proposed contracts stand at £20.74m broken down as follows:

Contract Area	Annual Spend	Initial Term (6 years)	Extension (2 years) if applied	Total
North of the borough A	£ 1,487,800	£ 8,926,800	£ 2,975,600	£ 11,902,400
South of the borough B	£ 1,105,200	£ 6,631,200	£ 2,210,400	£ 8,841,600
		Total		£ 20,744,000

Summary of the business case/justification for the procurement

16. The work proposed under these contracts will enable the council to meet its obligations as a social housing landlord and ensure it has arrangements in place to maintain its passenger lifts to meet current statutory regulations.

17. The contracts will ensure lift availability and step free access so residents can enjoy their homes and ensure new build assets are incorporated into a maintenance programme.
18. The “Southwark Housing Strategy” will be reviewed in 2020 to incorporate other business objectives such as working towards carbon zero and to set out priorities for all assets. The Strategy will set out the affordability for these business objectives and it is essential that the new contracts have mechanisms to both refurbish and replace existing lift stock whilst incorporating new build lift to meet any future requirements.

Market considerations

19. There are number of medium and large lift contractors within the market that could deliver the proposed work. The council undertook soft market testing and found that there were 12 lift maintenance companies with the capacity to deliver the work.
20. As a publicly advertised tender, all organisations including small and medium sized enterprises (SMEs) will be able to participate in expressing an interest and tendering.
21. Brexit may have an impact on the construction industry especially around skills shortages, import and export of materials and potential changes to regulations and standards. The establishment of long-term contracts will assist in mitigating potential impacts through providing long term visibility of work.
22. It is recognised that Covid -19 has had an impact on the construction industry. At this given time it is difficult to predict the impact this may have but the council have identified this as a major risk as detailed in the table contained in paragraph 27.

KEY ISSUES FOR CONSIDERATION

Options for procurement route including procurement approach

23. The nature and value of these works means that the full tendering requirements of the Public Contracts Regulations 2015 and Public Sector Directive 2014/24/EU would apply. The following procurement options have been considered:
24. Do nothing - this is not an option for the council to consider. As a landlord and employer, it is essential that the council has arrangements in place to carry out PPMs, refurbishments and installations of its existing assets.
25. Insource - provide the work in-house. Currently, asset management has three lift engineers to provide a “first call service”. This helps reduce the number of call out orders issued to external contractors and allows asset management to specify works more accurately. Call out orders delivered by the three lift engineers are repetitive and do not require the infrastructure, tools, plant and supply chain required to service the lift assets. Asset management intends to increase its in-house team by recruiting an additional engineer to cover peak call out times. This will help to strike a balance between an in-house ‘first call service’ and external contracts, and to ensure that leaseholder’s charges can be recovered. On this basis, the option to bring the lift works in-house in its entirety has been precluded however the ‘first call service’ will be maintained in-house.

26. The use of internal or external frameworks – there are no existing internal frameworks to consider. Whilst there are external frameworks available with dedicated lots for lift maintenance, refurbishments and disability lifts, these have been procured on generic specifications and conditions and would not provide the council's specific requirements. This has therefore been precluded as an option.
27. Shared Services - the neighbouring boroughs already have their own contracts in place, which have not been opened up for other boroughs to use and this option has been precluded.
28. As none of the above options are suitable and these works are estimated above the Public Contracts Regulations threshold for works, it is recommended that an EU restricted procedure be used to procure these works.

Proposed procurement route

29. This procurement will be carried out in accordance with a Public Contracts Regulations restricted procedure via the council's e-procurement system Pro-Contract 3. In response to the Pro-Contract 3 advert and OJEU notice, companies interested in tendering will be required to formally express an interest online in order to receive a PAS91 pre-qualification questionnaire (PQQ) to view the rest of the tender documents and to submit a completed PQQ by the deadline set. This initial review of the organisations expressing an interest reviews their experience, technical capability and capacity, before shortlisting to be invited to tender for what they would deliver for Southwark under these contracts.
30. The procurement documents will set out the minimum number of organisations that will be selected for the combined tender list for the two contracts, subsequent to the PQQ process. This will meet the requirements of the Public Contracts Regulations restricted procurement process.

Identified risks for the procurement

31. The table below identifies a number of risks with this procurement, the likelihood of occurrence and the controls in place to mitigate the risks:

R/N	Risk Identified	Risk Rating	Mitigation	Post mitigation Risk Rating
R1	The procurement process fails due to inadequate quality of submissions by tenderers	Medium	Ensure that tender documents are drafted to facilitate submissions of required standard.	Low
R2	The procurement process is delayed	Medium	Effective procurement project management.	Low
R3	Successful contractors cease trading; go into liquidation or administration leaving works incomplete.	Medium	Each contractor will act as back up however in the event of both failing then back up contractor(s) will be selected from the council's approved list. Robust due diligence of tenderers financial situation	Low

R/N	Risk Identified	Risk Rating	Mitigation	Post mitigation Risk Rating
			will be undertaken.	
R4	Covid -19 pandemic lockdown and impacts continues past June 2020	High	Review contractor's financial standing during both PQQ and ITT stage. Monitor updates on government guidance and if impact on procurement open/ bidder's day alternate web seminars to be arranged.	Medium

32. A performance bond will not be required for these contracts. The contract documentation will include for retention of monies to be held until satisfactory completion of the works. A parent company guarantee will be required if the successful contractors have a parent company/ultimate company.

Key /Non Key decisions

33. This report deals with a key decision.

Policy Implications

34. The delivery of these contracts fit with the council's objectives as outlined in the fairer future commitments, specifically:
 Theme 1: A place to call home
 Theme 2: A place to belong
 Theme 3: A greener borough
 Theme 4: A full employment borough
 Theme 7: A safer community.
35. In order to fulfil its duties as a landlord and employer, the provision of 'step free' access in residential buildings across the borough is essential. The lift maintenance, refurbishment and replacement contracts ensure that the council continues to comply with current legislation.

Procurement Project Plan (Key Decisions)

36. The table below sets out the anticipated timescales for this procurement. However, this is subject to the number of expressions of interest received and resources available.

Activity	Complete by:
Enter Gateway 1 decision on the Forward Plan	08/10/2019
DCRB Review Gateway 1	11/05/2020
CCRB Review Gateway 1	14/05/2020
Brief relevant cabinet member (over £100k)	01/06/2020
Notification of forthcoming decision - Cabinet	02/07/2020

Activity	Complete by:
Approval of Gateway 1: Procurement strategy report	14/07/2020
Scrutiny Call-in period and notification of implementation of Gateway 1 decision	24/07/2020
Notice of Intention (Applies to Housing Section 20 Leaseholder consultation only)	27/07/2020
Completion of tender documentation	28/07/2020
Publication of OJEU Notice	05/08/2020
Publication of Opportunity on Contracts Finder	06/08/2020
Closing date for receipt of expressions of interest	22/09/2020
Completion of short-listing of applicants	21/12/2020
Invitation to tender	08/01/2021
Bidders Open Day	28/01/2021
Forward Plan for Gateway 2	29/01/2021
Closing date for return of tenders	26/02/2021
Completion of evaluation of tenders	02/04/2021
Notice of Proposal (Applies to Housing Section 20 Leaseholder consultation only)	08/04/2021
DCRB Review Gateway 2:	24/05/2021
CCRB Review Gateway 2	03/06/2021
Notification of forthcoming decision – despatch of Cabinet agenda papers	17/06/2021
Approval of Gateway 2: Contract Award Report	13/07/2021
End of scrutiny Call-in period and notification of implementation of Gateway 2 decision	20/07/2021
Debrief Notice and Standstill Period	30/07/2021
Contract award	06/08/2021
Add to Contract Register	06/08/2021
TUPE Consultation period (if applicable)	09/08/2021
Place award notice in Official Journal of European (OJEU)	09/08/2021
Place award notice on Contracts Finder	17/12/2021
Contract start	02/01/2022
Initial contract completion date	01/01/2028
Contract completion date – (if extension(s) exercised)	01/01/2030

TUPE/Pensions implications

37. The appointment of two new contractors in this proposed retender will amount to a Service Provision Change and therefore TUPE is likely to apply. However, until due

diligence is carried out definitive advice on TUPE cannot be provided. This due diligence work needs to be carried out before the tender process commences as its results need to be included in the tender pack.

Development of the tender documentation

38. A project team and project board will be set up for the delivery of this procurement. The project team will be responsible for developing the tender documentation and the project board will provide governance. The form of contract to be used will be JCT Measured Term Contract 2016, which will be subject to amendment as directed by the council's legal department. The contract documents, once awarded, will be passed to the council's legal department for formal execution.
39. The tender documentation will consist of the council's bespoke lift specification and schedule of rates covering various components of works covering maintenance, refurbishment and replacements. Council officers will review the existing contracts and incorporate any lessons learned and new business objectives such as carbon reduction.

Advertising the contract

40. The contracts will be advertised via Pro-Contract 3 by way of an official notice that will be published in OJEU. After publication of the OJEU notice, the council will also publish a contract notice on the Contracts Finder website.
41. The contracts will be advertised in the Lift and Elevator Industry Association magazine that is issued to all lift and elevator maintenance companies.
42. The council will hold an information day for all bidders who have been shortlisted at tender stage.

Evaluation

43. The PQQs returned will be evaluated by council officers. The selection process will be an evaluation of each bidder's economic and financial standing and their technical knowledge, accreditation, experience and ability and capacity to deliver the full scope of work. The application selection guidance will set out the number of companies invited to bid for both contracts (A and B) but the evaluation methodology will set out that each contract will be awarded to separate companies and not to a single company.
44. The Invitation to Tender (ITT) for the contracts will be evaluated by two evaluation panels, one reviewing price and the other quality. The ITT evaluation will be undertaken by a tender evaluation panel (TEP) and tenders will be evaluated on the basis of M.E.A.T. (most economically advantageous tender) using a weighted model of 55% price 35% quality and 10% social value.
45. A deviation from the council's usual 70:30 weighting is proposed as for lift maintenance, refurbishment and replacements works, the essential requirements are service delivery and safety and the driver is therefore much more focused on quality rather than just price. This achieves a balance between cost and the quality of service delivery.

46. This sends a clear message to the market that the council expects a high-quality service that is safe and not simply the cheapest one. The risk of the council having to pay more for the work is mitigated by the fact that this market is currently extremely competitive. Given the value of these contracts, the market is expected to price tenders very keenly so even with the emphasis on quality, the council still expects to achieve value for money.
47. Price evaluation for the contracts will be undertaken by asset management team and reviewed by finance. It is proposed to use a price model that ensures lowest un-economical bids do not receive the highest scores. To achieve this the 55% awarded for price will be split into two distinct sections as follows:
 - a. Lowest price, which is likely to account for 35%, where the tenderer with the lowest price is awarded the maximum percent and all other tenders are scored proportionally to the lowest price.
 - b. Mean average price tenders, which is likely to account for 20%, where the tenderer with their score closest to the mean average value of all compliant tenders will be awarded 20% with all other tenders scored proportionally to the mean average price.
48. Officers in the asset management team will undertake quality evaluation. An evaluation methodology will include a number of method statement questions and will be developed by the project team and agreed with the project board.
49. Each method statement will be weighted and will have a minimum pass mark, which if tenderers fail to meet allows the council the right to reject them from the tender process.
50. The social value assessment will be undertaken by a third party via the Social Value Portal. For each procurement tendered a number of Themes Outcomes and Measures (TOMS) will be selected that will reflect 10% of the available tender evaluation. There are currently 37 national TOMS of value, each with an assigned value which officers will select according to the nature of the procurement. A list of social value headings that will be considered are:
 - local people in employment;
 - opportunities for disadvantaged people;
 - improved skills;
 - improved employability of young people;
 - reducing inequalities;
 - social value embedded in the supply chain; and
 - carbon reduction and safeguarding the natural environment.

Community impact statement

51. The works that will transpire from these contracts are intended to provide and support the council's commitment to providing high quality affordable housing. Direct benefit to residents will include limiting the incidence of breakdown and a more effective lift service.
52. Both contracts will be of a medium to high impact to tenants, leaseholders and other stakeholders as works will involve working on lifts that are used to access properties.

Social Value considerations

53. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing a procurement process, how wider social, economic and environmental benefits that may improve the well being of the local area can be secured. The details of how social value will be incorporated within the tender are set out in the following paragraphs.

Economic considerations

54. 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. Under the commitment of a “full employment borough” and as part of social value commitments these contracts will require contractors to employ at least one apprentice for every £1m spent and engages with local SMEs.
55. Bidders will be required to provide costs for meeting the Fairer Future Procurement Framework (FFPF) requirements to ensure that this can be managed and valued as part of the contract management process.

Social considerations

56. FFPF will be embedded into the procurement documentation and will be evaluated as part of the overall quality evaluation.
57. The successful contractors will be required to demonstrate that they operate an Equal Opportunities Policy, comply with the provisions of the Equalities Legislation, the Employment Relations Act 1999 (Blacklists) Regulations 2010 and the Prevent Duty under section 26 of the Counter-Terrorism and Security Act 2015.
58. The successful contractors will be required to meet the London Living Wage (LLW) requirements. For these contracts, the quality improvements are expected to include a high calibre of operatives that will contribute to the delivery of the 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 contractors 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 along with gender pay gap reviews will be monitored as part of the contract review process.
59. The successful contractors shall consider trade union recognition in line with the council’s FFPF.
60. The successful contractors will be registered and accredited with the TfL Fleet Operator Recognition Scheme (FORS). FORS helps fleet operators to measure and monitor performance, encompassing safety, fuel efficiency, vehicle emissions and improved operations, in order to promote fleet management best practice and reduce social / environmental impacts.

61. The successful contractors will need to demonstrate that they can meet the Mayors Good Working Standard (GWS) foundation level or above and committed to the End Violence at Work Charter.

Environmental/Sustainability considerations

62. The contract documents will include specifications to ensure that designs incorporate the following:

- Low operation energy lift designs
- materials from sustainable sources
- use of high efficiency lighting; and
- remote monitoring and diagnostics reducing the number of visits.

63. The use of the council's e-procurement system Pro-Contract 3 will limit the amount of paper used.

Plans for the monitoring and management of the contract

64. The contracts will be managed by the council's asset management engineering team. Key Performance Indicators (KPI) will be used to measure the successful contractor's performance. Social value commitments made by the two successful contractors will be monitored by the Social Value Portal and reported to the council's asset management engineering team on a quarterly basis.

65. Officers will also produce annual performance reviews in line with the council's contract standing orders (CSO).

Staffing/procurement implications

66. Staffing for this procurement exercise will be resourced internally by Asset management and the council's legal and procurement teams.

Financial implications

67. The lift contract is an essential contract to ensure asset management can provide step free access to residents for their health, safety and quality of life.

68. The lift asset management revenue budget of £1.461m per annum is available to cover the repairs and maintenance aspect of the lift contract and £1.200m per annum from the housing investment programme is currently available for lift refurbishments and replacement, providing a total of £2.661m which is sufficient to cover the contracts for the foreseeable future.

69. The contracts will allow for an annual Building Maintenance Indices (BMI) uplift and this will need to be contained within the allocated budget.

Legal implications

70. Please see concurrent from the Director of Law and Democracy

Consultation

71. Consultation has been held to review existing contracts and how any lessons can be embedded into the new contracts.
72. It is recognised that this procurement has an impact on residents and therefore a consultation plan will be prepared and delivered to assist with informing residents and incorporating their views and concerns into the contract documents and contract management procedures.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance and Governance (H&M19/164)

73. The report seeks cabinet approval for the proposed procurement strategy to apply an a Procurement Regulations restricted procedure via the council's e-procurement system Pro-Contract 3 for the Lift maintenance, refurbishment and replacement contacts for the north and south of the borough. The report identifies the estimated total cost of the contracts to be in the region of £20.74 m over the 8 years. The financial implications section of the report, sets out how the costs will be met.
74. At this stage of the procurement process, costs are indicative only and there are no financial implications arising directly from the recommendations made in this report.

Head of Procurement

75. This report is seeking Cabinet approval to procure two separate repairs and maintenance contracts for the lifts across the borough's housing stock. The report explains the two contracts will be based on a geographical split and provides justification for having two separate contracts. With two contractors in place this will provide the necessary back up arrangements in the event that these are required.
76. The procurement process will follow a full EU restricted procurement route which is reflected in the procurement timetable.
77. The report confirms that a weighted evaluation model of 55% price 35% quality and 10% social value will be used which should ensure sufficient competitive and qualitative bids .
78. The procurement timeline is achievable provided the necessary resources are lined up to carry out the required activities, for example evaluation. It is important that there is appropriate governance arrangements in place for this project as this will help ensure the project delivers on time and continuity of service is maintained.
79. The report also confirms that officers will closely monitor the impact of the Covid 19 pandemic in relation to the financial health of companies bidding for these contracts and ensure that the procurement exercise is conducted in the safest possible way in accordance with government guidance.

Director of Law and Democracy

80. This report seeks cabinet approval to the procurement strategy to procure 2 lift maintenance, refurbishment and replacement contracts as further detailed in paragraphs 1. As the value of the works contracts exceed £15m, this is a strategic procurement under contract standing orders and approval is therefore reserved to cabinet.

81. As the value of the works is above the EU threshold, the procurement is subject to the full tendering requirements of the Public Contracts Regulations 2015 (PCR15). As noted in paragraph 24, two works contracts will be established following the PCR15 restricted procedure and will be advertised through OJEU. Officers in the contracts team in legal services will work with the project team to ensure that the contracts are established in accordance with PCR15 and will continue to monitor Government guidance issued in relation to the Covid-19 pandemic and where necessary, implement alternative methods as required i.e. virtual meetings with bidders.
82. Cabinet's attention is drawn to the Public Sector Equality duty (PSED General Duty) under the Equality Act 2010, and when making decisions to have regard to the need to (a) eliminate discrimination, harassment, victimisation or other prohibited conduct, (b) to advance equality of opportunity and (c) 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 (a). Cabinet is specifically referred to the community impact statement at paragraphs 47 and 48, setting out the consideration that has been given to equalities issues and to the consultation that needs to take place with residents (noted in paragraphs 67 and 68) which should be considered when approving the recommendation in this report.

Director of Exchequer (For Housing contracts only)

83. This is a qualifying long-term agreement under the terms of the Common hold and leasehold Reform Act 2002 and Notice under S20 of the Landlord and Tenant Act 1985 will need to be served on all leaseholders who may be affected by the contracts. Notice is served under schedule 2 of the regulations and initially a Notice of Intention will be required before tenders are invited.
84. Following the tender process Notice of Proposal will be required before the contract can be let, and further notices required on specific packages of work where the costs will exceed £250 per leaseholder. Orders will be identified from Iworld for service charges and should be correctly raised against the relevant blocks.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
None		

APPENDICES

No	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Kieron Williams, Housing Management and Modernisation	
Lead Officer	Dave Hodgson, Director of Asset Management	
Report Author	Gavin Duncumb, Commercial Manager	
Version	Final	
Dated	6 July 2020	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Finance and Governance	Yes	Yes
Head of Procurement	Yes	Yes
Director of Law and Democracy	Yes	Yes
Director of Exchequer (For Housing contracts only)	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		6 July 2020