

## CABINET MEMBER DELEGATED DECISION 06 JANUARY 2022

**Report title:** Appointment of contractor for West Norwood Cemetery National Lottery Heritage Fund (NLHF) Project Package A1 (Restoration of St. Stephens Chapel and 14 monuments)

**Wards:** Gipsy Hill

**Portfolio:** Cabinet Member for Equalities and Culture: Councillor Sonia Winifred

**Report Authorised by:** Bayo Dosunmu: Strategic Director for Resident Services

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### REPORT SUMMARY

This report summarises the results of the procurement process undertaken to appoint a contractor for West Norwood Cemetery National Lottery Heritage Fund (NLHF) Project Package A1 (Restoration of St. Stephens Chapel and 14 monuments).

The Report recommends that the contract for the West Norwood Cemetery NLHF Project Package A1 (Restoration of St. Stephens Chapel and 14 monuments) is awarded to Sally Strachey Historic Conservation Ltd, as the successful bidder who submitted the most economically advantageous tender at a total contract cost of £1,400,440.51.

### FINANCE SUMMARY

The cost of the Package A1 (Restoration of St. Stephens Chapel and 14 monuments) contract is £1,400,440.51.

This cost can be contained within the existing budget for the West Norwood Cemetery NLHF Project.

### RECOMMENDATIONS

1. To approve the award of the contract to Sally Strachey Historic Conservation Ltd for the West Norwood Cemetery NLHF Project Package A1 (Restoration of St. Stephens Chapel and 14 monuments), for a contract sum of £1,400,440.51, commencing in January 2022 for a period of 38 calendar weeks.

### REASONS FOR EXEMPTION FROM DISCLOSURE

The accompanying part II report is exempt from disclosure by virtue of the following Paragraphs of schedule 12A to the Local Government Act 1972:

3. Information relating to the financial or business affairs of a particular person (including the authority holding that information).

## **1. CONTEXT**

### **WEST NORWOOD CEMETERY (National Heritage Lottery Fund) NLHF Project**

- 1.1 West Norwood Cemetery and Crematorium was one of the first private landscaped cemeteries in London. It is classified as a Historic Park and Garden and is registered with English Heritage for its historic value in terms of character, appearance and setting. It is one of the so called 'Magnificent Seven' cemeteries of London and is a site of major historical, architectural and ecological interest.
- 1.2 In December 2018, the Council successfully secured a Round 2 grant from the National Lottery 'Parks for People' Heritage Fund (NLHF) and was awarded a total Heritage Lottery Grant of £4.6m. The Council and key stakeholder organisations contributed a further £2.1m of funding to ensure delivery of these essential restoration works.
- 1.3 The aim of the project is the restoration and enhancement of several existing buildings and monuments and a designed landscape to celebrate the cemetery's heritage and better accommodate the needs of existing and potential users with more facilities in the setting of the restored site. The project has thirteen approved purposes agreed with NLHF which are monitored quarterly.
- 1.4 On the basis of the approved purposes, the works have been separated out in distinct works packages depending on the specialism: civil and heritage, thus ensuring adequate expertise and reducing the risk of a non-heritage specialist being procured for the conservation works.
- 1.5 In summary, a key outcome of the project was to engage with a specialist contractor with the requisite experience in heritage settings who could demonstrate capabilities within a conservation environment and the logistical challenges of a working cemetery.
- 1.6 The work package for Civil works (drainage and infrastructure) has already been awarded in January 2021.
- 1.7 The procurement objective of Package A1 covers two of the thirteen approved purposes:
  - Renovation of the St. Stephens Chapel and
  - The restoration of 14 monuments

## **2. PROPOSAL AND REASONS**

- 2.1 The preferred route to market was a one-stage procurement exercise carried out using the Open tender procedure, where the contract opportunity was advertised on Contracts Finder and FTS, to maximise the number of bids from contractors with heritage and cemetery experience. The works were estimated to be below the EU threshold of £4,733,252 for works but above Lambeth's tendering threshold of £100,000.
- 2.2 The link to the tender was also forwarded to 12 known contractors with heritage restoration work experience.
- 2.3 Thirteen (13) contractors expressed their interest in bidding.
- 2.4 The Invitation to tender (ITT) was published on 30 June 2021 with the deadline for submission of tenders being 10 August 2021.
- 2.5 At the close of tender, only two submissions were received.

2.6 The Evaluation Panel assessed the tender responses in accordance with the published evaluation criteria:

**Table 1**

Questions	Quality Weighting%	Price
Project team resources and experience	15	
Programme	15	
Management and Methodology	15	
Working in a cemetery	15	
Health and Safety	15	
Specialist Repair Works (Sub-Contractor)	15	
Responsible Procurement/Social Value	10	
<b>Evaluation Mark</b>	100	100
<b>Overall Score</b>	60%	40%

The evaluation panel comprised LB Lambeth officers and external consultants/subject matter experts.

The method statement responses (Quality) and Pricing proposals were evaluated independently.

## 2.7 Marking Scheme

Tender submissions were scored in accordance with the following marking scheme:

**Table 2**

Score	Rating	Description
0	No Response	No proposal has been received The response is unacceptable.
1	Unacceptable	A proposal at this rating: <ul style="list-style-type: none"> <li>Builds very little or no confidence that the Tenderer can deliver the requirements due to insufficient evidence of relevant ability, understanding, skills, resources and quality measures:</li> <li>Builds very little or no confidence that the Tenderer's approach/solution will deliver the requirements due to insufficient evidence or an inappropriate approach/solution.</li> </ul> The response is unacceptable
2	Poor	A proposal at this rating: Raises serious reservations that the Tenderer can deliver the requirements due to insufficient evidence of relevant ability, understanding, skills, resources and quality measures: Raises serious reservations that the Tenderer's approach/solution will deliver the requirements due to insufficient evidence or an inappropriate approach/solution. Note: a response at this rating includes reservations which cannot be resolved with the Tenderer pre-contract award (i.e. changes which would distort the competition) or during the contract term without impacting time, quality or cost.

<p style="text-align: center;"><b>3</b></p>	<p style="text-align: center;"><b>Acceptable</b></p>	<p>A proposal at this rating:</p> <ul style="list-style-type: none"> <li>• Confirms that the Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures:</li> <li>• Provides an acceptable approach/solution to delivering the requirements utilising standard strategies, plans, tools, methods or technologies.</li> </ul> <p>Note: an acceptable response may include minor reservations that can easily be resolved with the Tenderer pre-contract award (i.e. changes which would not distort the competition) or during the contract term without impacting time, quality or cost.</p>
<p style="text-align: center;"><b>4</b></p>	<p style="text-align: center;"><b>Good</b></p>	<p>A proposal at this rating:</p> <ul style="list-style-type: none"> <li>• Builds confidence that the Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures:</li> <li>• Provides a good approach/solution to delivering the requirements utilising appropriately tailored strategies, plans, tools, methods or technologies.</li> </ul> <p>Note: a good response may include a small number of minor reservations that can easily be resolved with the Tenderer pre-contract award (i.e. changes which would not distort the competition) or during the contract term without impacting time, quality or cost.</p>
<p style="text-align: center;"><b>5</b></p>	<p style="text-align: center;"><b>Excellent</b></p>	<p>A proposal at this rating:</p> <ul style="list-style-type: none"> <li>• Builds a high level of confidence that the Tenderer can deliver the requirements through evidence of relevant ability, understanding, skills, resources and quality measures:</li> <li>• Provides an exceptional approach/solution to delivering the requirements utilising appropriately tailored and at times innovative strategies, plans, tools, methods or technologies.</li> </ul> <p>Note: an excellent response should not include any reservations.</p>

The pricing document provided the template and instructions for interested contractors to submit their price proposal. The tenderers were informed that the pricing document template provided is completed in full, ensuring that all the information in the supplementary notes are read carefully.

## Evaluation

The evaluation of the pricing document was conducted using the formula stated below:

$$\text{Price score} = \left( 100\% - \frac{(\text{Tendered price} - \text{lowest price})}{\text{Lowest price}} \right) \times \text{Price Weighting}$$

## Pricing

Below is an example of the pricing matrix used to assess bid prices proposed:

<b>Method 1 - Standard Lambeth Pricing mechanism</b>			
<b>A= Tendered price</b>			
<b>B= lowest price =</b>	1,300,000		
<b>Price Score = (100% - (A-B)/B)*40 - Lambeth Standard Pricing mechanism</b>			
<b>Bidder name</b>		<b>Tendered Price</b>	<b>Price score</b>
<b>Bidder 1</b>		£1,345,000.00	38.62
<b>Bidder 2</b>		£1,300,000.00	40.00
<b>Bidder 3</b>		£1,400,000.00	36.92
<b>Bidder 4</b>		£1,410,000.00	36.62

2.8 Upon conclusion of the evaluation process it was determined that the most economically advantageous tender was that submitted by Sally Strachey. Details of the evaluation process are provided in the Part II report, which is exempt from publication on the ground stated earlier in this report.

<b>Bidder</b>	<b>Quality</b>	<b>Price</b>	<b>Totals</b>
Sally Strachey Historic Conservation Ltd	51.6%	40%	91.6%
Bidder B	37.2%	33.32%	70.52%

Based on the evaluation outcome, this report proposes the appointment of Sally Strachey Historic Conservation Ltd, whose submission indicated that they have the experience, capability, and capacity to carry out the works. Their prices were analysed and found to be inclusive and robust and provided good value for money. Sally Strachey HC Ltd have confirmed that they can meet the contract period.

## Contract Management

2.9 The Contract is being offered under the Terms and Conditions of the JCT Intermediate Building Contract with Contractor's Design (ICD) 2016 supplemented by Lambeth's special terms and conditions.

2.10 The contract will be set up on Lambeth's new electronic contract management system (eCMS)

- 2.11 The contractor's key performance indicators (KPIs) will be based on the delivery of these approved purposes and Lambeth's contract management model.
- 2.12 The Lambeth Contract Manager will conduct a Gateway 4 review 90 days into the contract to ensure performance is to the standards expected. The contractor will be required to attend a formal meeting should there be any concerns. In addition, there will be periodic performance reviews and a process to establish lessons learned put in place to inform the future programme. Provisions will be made in the contract for the Council to suspend or cease the issue of any further orders should performance prove unsatisfactory or if funding becomes unavailable.
- 2.13 Lambeth's Infrastructure and Capital delivery team will manage the process through regular project progress meetings and reviews as well as regular financial cash flow management and reporting.
- 2.14 Any issues of poor performance in contracts will be reported to the senior management through monthly reports and online monitoring updates.

### Service Levels and Performance

- 2.15 The Council will measure the quality of the contractor's delivery through the provision of monthly progress reports in terms of programme, performance and cash flow, together with the necessary records for waste disposal certification.

The Authority will measure the quality of the contractor's delivery by:

KPI/SLA	Service Area	KPI/SLA description	Target
#1	Delivery to Contract Price	Delivery of the Construction Project at a price consistent (or lower) with any pre-agreed contract price.	100%
#2	Delivery to contract Programme	Delivery of the Construction project at a time consistent with the pre-agreed construction schedule.	100%
#3	Delivery of contract Specification	Delivery of the Consultants Services to Specification and Required Standards and Quality	100%
#4	Health & Safety	Compliance with Health and Safety and CDM Regulations as Principal Contractor.	100%
#5	Deliver Social Value commitments	Delivery of the social value commitments and proposals to deliver against the Council's Responsible Procurement commitments.	100%

### 3. FINANCE

- 3.1 The West Norwood Cemetery NLHF Project is externally funded by the National Lottery Heritage Fund and match funded by the London Borough of Lambeth. The match funding of this project was approved as a key decision on 27 May 2015 as part of Cemetery Capital Investment Priorities.

- 3.2 A National Lottery Heritage Fund Grant of £4,604,856 (as 68% of the total project cost of £6,749,290) was approved on 12 December 2018, with the balance of £2,144,435 match funded by Lambeth.
- 3.3 The total project budget is £6,749,290 with £5m allocated to the construction cost as per NLHF award letter. The procurement of the construction cost for Package A1 is £1,400,440.51 which will be covered by the allocated budget of £5m. Expenditure to date is £899,740, with Purchase Orders raised to the value of £1,288,860; therefore, the cost of this construction contract of £1,400,440 can be contained within the available £4,560,660 budget, as set out in the table below.

<b>Project Name</b>	<b>Total Project Budget (£)</b>	<b>Expenditure to date @ 20/10/2021 (£)</b>	<b>Outstanding PO total (£)</b>	<b>Budget available to spend (£)</b>
West Norwood Cemetery – NLHF Scheme	6,749,290	899,740	1,288,890	4,560,660

#### **4. LEGAL AND DEMOCRACY**

- 4.1 The Council has delegated the authority to enact this report's recommendations to the Cabinet Member for Equalities and Culture, in consultation with the Leader of the Council.
- 4.2 Under the Contract Standing orders, all contracts with an estimated value of £100,000 or more must be competitively tendered to ensure value for money and that all tenderers have the economic and financial standing, technical ability and resource capacity to fulfil the requirements of the authority.
- 4.3 Contracting authorities must comply with the full rigour of the Public Contracts Regulations, including publishing a notice in Find a Tender, if the estimated value of the contract is above the prescribed financial threshold. The threshold for works contract is £4,733,252. For below threshold contracts, the Council's duty is to act reasonably and proportionately when evaluating the efficacy of awarding a contract to a particular provider and running a competitive tender process.
- 4.4 Provisions in the Local Government Act 1988 oblige the Council to provide a written explanation to any person who has not been awarded work for which they tendered within 15 days of a written request to do so.
- 4.5 Works to listed buildings require consent under section 8 of the Planning (Listed Buildings and Conservation Areas) Act 1990.
- 4.6 This proposed key decision was entered in the Forward Plan on 19 July 2021 and the necessary 28 clear days' notice has been given. In addition, the Council's Constitution requires the report to be published on the website for five clear days before the decision is approved by the Cabinet Member. Any representations received during this period must be considered by the decision-maker before the decision is taken. A further period of 5 clear days – the call-in period – must then elapse before the decision is enacted. If the decision is called-in during this period, it cannot be enacted until the call-in has been considered and resolved.

#### **5. CONSULTATION AND CO-PRODUCTION**

- 5.1 During the development of the National Heritage Lottery Fund (NHLF) bid, a public consultation was undertaken that engaged with key stakeholders, Project Implementation Board including the

Friends of West Norwood Cemetery, Cemetery users, local residents and the Scheme of Management – details of this consultation exercise are available on request.

5.2 Ongoing engagement is underway with key stakeholders, users and local residents. The project team report to the Project Implementation Board, which has representation from the Scheme of Management Committee, Friends of West Norwood Cemetery and Norwood Forum on a quarterly basis. This reporting structure has been used to create a working dialogue with the community to help inform the capital investment priorities and obtain buy in from the various interested groups.

## 6. RISK MANAGEMENT

6.1 The main risks that impede on the successful delivery of this procurement and contract are:

**Table 3 – Risk Register**

Item	Risk	Likelihood	Impact	Score	Control Measures
1	Heritage projects have a higher risk of overspend	3	2	6	Cost Plan has been through an accredited Quantity Surveyor and is monitored by Lambeth. There are contingencies built into the budget.
2	Impact to the cemetery operation due to construction works	3	2	6	Robust Construction Management Plan in place
3	Potential delay of the programme due to the preconstruction surveys not carried out or completed on time.	2	2	4	All of the surveys have been carried out to provide detailed design at tender stage.
4	Potential Covid19 Impact on the Programme and Project delivery	2	2	4	Contractor to follow the Government guidelines
5	Managing Stakeholder expectations	3	2	6	Regular meetings and oversight of the Project Implementation Board

### Key

<b>Likelihood</b>	Very Likely = 4	Likely = 3	Unlikely = 2	Very Unlikely = 1
<b>Impact</b>	Major = 8	Serious = 4	Significant = 2	Minor = 1

## 7. EQUALITIES IMPACT ASSESSMENT

7.1 An Equalities and Impact Assessment has been carried out and the impact is found to be low and highlights the positive impacts of the planned investment proposals.

7.2 The activities and volunteering plans have been developed to attract a broader range of visitors into the cemetery as well as traditional users, offering free, subsidised and chargeable events.

7.3 The capital works will improve public access into the cemetery, across the site and access into restored buildings, such as the St Stephen's Chapel.

- 7.4 The improved visitor facilities and amenities to be provided on site include public toilets, a visitor centre and hireable mobility scooters
- 7.5 The promotion of public access to the cemetery for recreation purposes will address existing barriers and encourage new visitors across the threshold.
- 7.6 A better resourced and management regime will provide improved service levels.

## **8. COMMUNITY SAFETY**

- 8.1 Community safety is expected to improve with the construction components of this project, and this has been explored through the detailed design stages. Accessibility will be upgraded to provide safe, accessible routes through the park and to facilities. Sight lines will be opened to improve natural surveillance and discourage anti-social behaviour. Old facilities will be replaced with new or refurbished to ensure the risk of accidents and falls.

## **9. ORGANISATIONAL IMPLICATIONS**

### **Environmental**

- 9.1 A Sustainability Feasibility report has been prepared as part of the Project Sustainability review. Presently there are no heating, electricity or plumbing to the St. Stephens Chapel. As part of the project, a scheme of works including conservation, repair and restoration of the fabric and interior is proposed, including a new WC and new electrical services for lighting and small power.
- 9.2 It is not currently proposed to provide comfort heating with a permanent system on the basis that it would be too intrusive and detrimental to the fabric, given that the chapel may be used mainly in the summer and largely for events, for which temporary heating could be used. There will be a small amount of background heating required in the winter in the WC for frost protection, but this is negligible in the context.
- 9.3 This would constitute a “low energy” building as defined in Part L, and it is a reasonable strategy to limit energy use and carbon emissions as these are likely to be an order of magnitude less than a building which has fixed heating.
- 9.4 Given the low energy approach, improvements to the fabric are less critical, and in fact, would largely be impossible in the context of conservation and budget, with the exception of the roof, where works to replace and repair the roofs over the wings should consider insulation where possible, to the highest possible standard subject to moisture and roof geometry. With no direct sources of air pollution, the chapel would not be contributing to urban air quality issues.
- 9.5 The London Borough of Lambeth has declared a climate emergency and is aiming to be exemplary. Responsible waste disposal is a core objective of the contract award as well as the use of single plastic along with the use of vehicles that are compliant with Euro 6 (or later) and fulfil the emissions requirements of ULEZ.
- 9.6 London Borough of Lambeth has ambitions for Zero Carbon in the future but are not expecting this project to achieve zero carbon due to cost and other constraints.

### **Health**

- 9.7 The project will promote health and wellbeing through encouraging more people to visit the cemetery with the planned restoration of the Chapel and other amenities
- 9.8 The investment aligns with the Council's public health duty as set out in the Health and Wellbeing Strategy (2013-2023) by helping to improve good physical and mental health through better access to higher quality green spaces. This also accords with the Joint Service Needs Assessment (Health) for Lambeth
- 9.9 The appointed contractor will be required to prioritise health and safety management practice and provide for all regulatory procedures and arrangements. This will include effective control of common and significant operational and product hazards, including risks generated by noise and vibration, pollution, pesticides, asbestos, other waste and contaminated materials.

### **Corporate Parenting**

- 9.10 N/A

### **Staffing and accommodation**

- 9.11 N/A

### **Responsible Procurement**

- 9.12 The tender is based on 60% quality and includes mandatory requirements on what is the added value that bidders can provide to assist the Council in securing economic, social and environmental improvements.
- 9.13 The successful bid includes a commitment to work in accordance with the Lambeth Council Responsible Procurement Checklist, and meet the targets set out by the council

#### *Good Quality Jobs with Fair Pay and Decent Working Conditions*

- 9.14 The successful bidder will have to confirmed that all staff working on the project are paid the minimum of the London Living Wage
- 9.15 The Modern Slavery Act (2015) does not apply to this procurement as the turnover of this bidder is below the threshold.
- 9.16 The terms and conditions include provisions for the contractor to allow employees the freedom to join a trade union and not be treated unfairly for belonging to one.

#### *Quality Apprenticeships, targeted Employment for Lambeth residents and Lambeth Priority Group*

- 9.17 The successful bid includes offer of enhancing apprenticeship and offer work experience opportunities in line with the NLHF approved bid and Lambeth Council's requirements
- 9.18 The preferred bidder will make contact with colleges that are local to the site to arrange paid periods of work experience for young people training in the construction or conservation sector.

#### *Reduce Emissions: Lambeth Council has a commitment to being Zero Carbon by 2030*

- 9.19 This contract aligns with the commitment to zero carbon neutrality through the following strategies: an agreed deliveries management plan reducing idling and unnecessary journeys also sourcing materials from local suppliers. The contractor will also be required as necessary to take measures to monitor and report and reduce carbon emissions and consequential air pollution around the cemetery site.

#### *Single Use Plastics*

9.20 The single use plastic is a challenge to the Construction Sector, particularly in terms of material packaging. As we are mindful of the need to reduce single use plastics, the contractor will be required to demonstrate how this will be implemented through their staff and any sub-contractors they appoint

*Positive Health and Wellbeing*

9.21 Whilst the successful bid does not indicate their accreditation to the Lambeth Healthy Workplace Charter, it does express a commitment to promote “workforce welfare through undertaking services that ensure health, safety and welfare of those working to deliver the project.

*Other Offers (Innovation)*

9.22 The preferred bidder has offered 6 month paid work placements to two young people aged 16-24 through the government’s Kickstart Scheme.

## **10. TIMETABLE FOR IMPLEMENTATION**

10.1 The table below details the stages and deadlines for implementing the recommendations:

<b>Activity</b>	<b>Proposed Date</b>
Date published on Forward Plan	19 July 2021
Procurement Board	November 2021
Publication on Decisions online	24 December 21
Cabinet Member Decision	06 January 22
End of Call-in Period (key decisions only)	13 January 2022
Award of Contract	January 22
Mobilisation Period for Contract	January 22
Commencement of Contract	February 22

## Audit Trail

Name and Position/Title	Lambeth Directorate	Date Sent	Date Received	Comments in paragraph:
Councillor Sonia Winifred	Cabinet Member for Equalities and Culture	30.11.21	06.12.21	approved
Councillor Claire Holland	Leader of the Council	08.12.21	20.12.21	approved
Bayo Dosunmu, Strategic Director	Resident Services	23.11.21	30.11.21	Entire Document
Sandra Roebuck, Director Infrastructure and Capital Delivery	Resident Services	04.11.21	23.12.21	Entire Document
Helen Wordsworth, Assistant Director	Resident Services	01.11.21	23.12.21	Entire Document
Preeti Chatwal-Kauffman, Head of Capital Programmes	Resident Services	21.09.21	06.10.21	Entire document
Andrew Ramsden, Assistant Director, Finance	Neighbourhood and Growth	20.10.21	20.10.21	Finance Summary and Section 3
David Thomas, Contracts Lawyers -Legal Services	Legal and Governance	20.10.21	04.11.21	Section 4
Marianna Ritchie, Democratic Services	Legal and Governance	01.11.21	04.11.21	Entire Document
Sustainability Team	sustainability@lambeth.gov.uk	20.10.21	22.11.21	Section 9
John Moruzzi, SCCP Capital Accountant	Finance and Investment	20.10.21	20.10.21	Finance Summary and Section 3
Helen Lee, Senior Procurement Officer	Procurement, Finance and Investment	14.10.21	15/10/21	Entire document
Jennifer Rhoden, Category Manager	Procurement	20.10.21	26.10.21	Entire document

## REPORT HISTORY

<b>Original discussion with Cabinet Member</b>	19.07.21
<b>Report deadline</b>	N/A
<b>Date final report sent</b>	N/A
<b>Part II Exempt from Disclosure/confidential accompanying report?</b>	Yes
<b>Key decision report</b>	Yes
<b>Date first appeared on forward plan</b>	19.07.21
<b>Key decision reasons</b>	Expenditure, income or savings in excess of £500,000.
<b>Background information</b>	<a href="https://planning.lambeth.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=PBSVWEB008M00">https://planning.lambeth.gov.uk/online-applications/applicationDetails.do?activeTab=summary&amp;keyVal=PBSVWEB008M00</a>
<b>Appendices:</b>	Appendix 1: Equalities Impact assessment

## **APPROVAL BY CABINET MEMBER OR OFFICER IN ACCORDANCE WITH SCHEME OF DELEGATION**

**I confirm I have consulted Finance, Legal, Democratic Services and the Procurement Board, and taken account of their advice and comments in completing the report for approval:**

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Post:** Ian Bhoorasingh  
Senior Project Manager, Infrastructure and Capital Delivery

**I confirm I have consulted the relevant Cabinet Members, including the Leader of the Council (if required), and approve the above recommendations:**

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Post:** Councillor Sonia Winifred  
Cabinet Member for Equalities and Culture

**Any declarations of interest (or exemptions granted): N/A**

**Any conflicts of interest: N/A**

**Any dispensations: N/A**