

The Lambeth Contract Standing Orders

Contents

Background, Procurement Stages & The Contract Register

Section 1: The Scope of Contract Standing Orders

1. Basic Principles
2. Officer Responsibilities
3. Grants
4. Collaboration
5. Relevant Contracts

Section 2: Common Requirements

6. Steps Prior to Purchase
7. Procurement Records
8. Advertising, Prequalification & Framework Agreements

Section 3: Purchasing Rules

9. Competition Requirements for Purchases and Partnership Arrangements
10. Pre Tender Market Research & Consultation
11. Standards & Award Criteria
12. Invitations to Tender & Quotations
13. Shortlisting
14. Submission, Receipt & Opening of Tenders & Quotations
15. Clarification Procedures
16. Evaluation, Award of Contract & Debriefing Candidates
17. Waivers

Section 4: Contract Documents & Other Formalities

18. Contract Documents
19. Contract Formalities
20. Bonds & Parent Company Guarantees
21. Prevention of Corruption
22. Declaration of Interests

Section 5: Contract Management

23. Managing Contracts
24. Risk Assessment & Contingency Planning
25. Contract Monitoring, Evaluation & Review

Background, Lambeth Procurement Stages & the Contract Register

Background

These Contract Standing Orders (CSOs) are made under the delegated powers of the Strategic Director - Enabling. Following the rules is the best defence against allegations that a purchase has been made unfairly, incorrectly or fraudulently. Officers responsible for purchasing must comply with these CSOs. They lay down minimum requirements. The Strategic Director – Enabling may make amendments to these CSOs. Further advice on the CSOs can be had by contacting the procurement service in the first instance. You may also contact the Lambeth Legal Team.

Lambeth Procurement Stages

Lambeth projects which may involve procurement usually go through 4 stages with a review and decision at each stage. This is designed to ensure that the project is soundly based, well planned, involves all appropriate stakeholders and has identified and achieves its outcomes. It also helps ensure a consistent approach.

1. Business Case (Gateway 1)

The Business Case and/or service review should include an options appraisal of how the service is to be commissioned, delivered or procured in future. This stage is the responsibility of cluster management.

2. Procurement Strategy (Gateway 2)

If a service, work or supply is to be acquired through procurement or by waiver, it should be presented to the Procurement Board. Commissioners and delivery staff in conjunction with procurement staff will propose the procurement approach.

3. Contract Award (Gateway 3)

The Contract Award phase is at the end of the tender where the winning supplier(s) are proposed by the Service Manager responsible for the project. This stage will be reviewed by Procurement Board.

4. Contract Implementation & Management (Gateway 4)

The initial performance review in a new contract and the ongoing performance reviews are the responsibility of cluster management.

The Contract Register

The Council maintains a Contract Register of goods, works and services for the storage of contract documents where the contract value is at £100,000 and greater. However, tendered contracts valued below £100,000 may also be uploaded and stored on the Register. Contract variations and extensions must also be entered on the Contract Register.

Before commencing a procurement exercise, contract owners and managers should refer to the Register and identify any similar contracts that are being let, or are due to be let, in other areas of the Council; the view is to batch similar or complimentary contracts together.

The contract owner must ensure that the Contract Register is kept up to date with the progress of the procurement activity for which they are responsible. This includes the storage of documents and reports as the procurement goes through all the procurement stages.

Section 1: Scope of the Contract Standing Orders

1.0 Basic Principles

1.1 All purchasing procedures must:

- a. Comply with the Treaty of Rome principles of equality, transparency, non-discrimination, Equal Treatment, Mutual Recognition and proportionality
- b. Achieve value for money for all public money spent
- c. Be consistent with the highest standards of integrity
- d. Ensure fairness and transparency in allocating public contracts
- e. Comply with UK & EU law and all legal requirements
- f. Ensure that non-commercial considerations (except those allowed for in the Social Value Act) do not influence any contracting decision
- g. Comply with the Council's various Codes of Practice and the Council's aims and policies

2.0 Officer Responsibilities

2.1 Officers responsible for purchasing must comply with these Contract Standing Orders, the Council's Financial Regulations, the Lambeth Staff Code of Conduct, the Council's Anti Bribery policy, arrangements for declaring conflicts of interest and Council's Scheme of Delegation and with all UK and European Union binding legal requirements. Officers must ensure that any agents, consultants and contractual partners acting on their behalf also comply. Officers must:

- a. Have proper regard for all necessary legal, financial and professional advice
- b. Declare any personal financial interest in a contract. Corruption is a criminal offence
- c. Report any offers of bribes or inducements
- d. Conduct any relevant value for money review
- e. Ensure that there is adequate budget provision for the procurement being undertaken
- f. Check whether there is an existing contract that can be used before undergoing a competitive process
- g. Allow sufficient time for the submission of bids
- h. Keep all supplier bids confidential
- i. Keep records of all dealings with suppliers
- j. The project manager should ensure the safe keeping of contract documentation in line with Lambeth's document retention policy.
- k. Obtain all required approvals and complete a written contract (and sealed, as required) before placing an order or raising a purchase order for any supplies, services or works
- l. Where appropriate, not award a contract until the standstill period is over
- m. Enter all purchase order information onto the Oracle financial system
- n. Based on the Scheme of Delegation, identify a senior manager who is the designated contract owner responsible for the relationship with the supplier. In addition a contract manager with responsibility for day to day issues and ensuring the contract delivers as intended may also be appointed
- o. Must not divide up any contract in order to avoid any rules set out in the Contract Standing Orders
- p. Ensure that contracts are legally, financially and technically capable of delivery to the Council
- q. Throughout, ensure that the procurement exercise delivers against the Outcomes Framework as set out in the Council's Community Plan

2.2 When any employee either of the Authority or of a service provider may be affected by any transfer arrangement, Officers must ensure that the Transfer of Undertaking (Protection of Employment - TUPE) issues are considered.

2.3 Unless otherwise delegated, Strategic Directors must:

- a. Keep records of all purchases and contracts valued below £100,000
- b. Ensure that all signed and sealed contracts valued at £100,000 and greater are scanned and entered onto the Contract Register
- c. Ensure that all Waivers are recorded under Rule 17

3.0 Grants

3.1 For the purposes of these Contract Standing Orders, a grant refers to grant-in-aid and is the provision of funding to cover, in whole or, more likely, in part, the running costs of an organisation whose work complements that of the Council. The recipient will have discretion over the spending of that funding within the general framework of controls agreed between the Council and the recipient of the grant.

3.2 The terms of a grant are likely to require the other organisation to use the money only for a particular project or service and might require the recipient to pay back the grant, or part of it, in some circumstances. The Council would still, of course, monitor the achievement of the proposed outcomes and any giving of a grant should be subject of a formal contract.

3.3 The Council shall determine on a case by case basis whether funding is to be considered as a grant or a Relevant Contract by reference to the decision making tool published by the National Audit Office at <http://www.nao.org.uk/decision-support-toolkit/>. A Relevant Contract is any arrangement made by, or on behalf of, the Authority for the carrying out of works or for the supply of goods, materials or services.

4.0 Collaboration

4.1 In order to secure value for money, the Authority may enter into a procurement arrangement with a Central Purchasing Body (CPB). The terms and conditions of the CPB must be fully complied with, including any requirement to undertake competition between providers. In order to secure value for money, the Authority may enter into collaborative procurement arrangements with another local authority, government department, primary care trust, statutory undertaker or other contracting authority.

4.2 Where an electronic reverse auction procurement route is used, the procurement officer must refer to the Scheme of Delegation and obtain permission to award the contract before the auction takes place. Where a tender is run using the Council's electronic procurement system, there is no requirement for hard copies of the supplier's bid to be returned. All electronic tender documentation will be securely accessed and retained on the Council's e-procurement website.

5.0 Relevant Contracts

5.1 All Relevant Contracts must comply with these Contract Standing Orders. These include arrangements for:

- a. The supply of products or goods
- b. The hire, rental or lease of goods or equipment
- c. The provision of consultancy or other professional services
- d. The delivery of services, including (but not limited to) those related to land and property transactions and some financial and consultancy services

5.2 Relevant Contracts do not include:

- a. Contracts of employment which make an individual a direct employee of the Authority
- b. Grants – see rule 3
- c. Fines
- d. Payment of taxes
- e. Agreements regarding the acquisition, disposal, or transfer of land (for which Financial Regulations shall apply)
- f. Contracts for the provision of any product or service that has been manufactured or delivered by an illegal means

Section 2: Common Requirements

6.0 Steps Prior to Purchase

- 6.1 Officers will take the following steps before beginning a procurement exercise:
- a. Determine the service, product or works output taking into account the requirements from any relevant value for money review and the Council's commissioning outcomes
 - b. Appraise the need for the expenditure and its priority
 - c. Define the objectives of the purchase
 - d. Assess the risks associated with the purchase and how to manage them
 - e. Officers involved in the evaluation of tenders must complete the declarations of interest form prior to the evaluation criteria being developed and agreed and prior to the start of the evaluation process
- 6.2 Officers must also consider what procurement method is most likely to achieve the purchasing objectives, including packaging strategies, internal or external sourcing, shared services, partnering arrangements and collaborative procurement arrangements with other local authorities and government departments. Officers will also consider working with Primary Care Trusts, statutory undertakers and Central Purchasing Bodies.
- 6.3 Officers must ensure that all procurements including method, contract standards and performance and user satisfaction monitoring and including any collaborative arrangements, are carried out using the Council's principles of co-production and co-delivery. Officers should also use the Council's standard terms and conditions of contract where possible.
- 6.4 The officer must confirm that they have the Authority to spend, have obtained the required approval(s) for the expenditure and the purchase accords with the Scheme of Delegation. If the purchase is valued at £500,000 and greater, an entry onto the Council's Forward Plan has been made. If the purchase is valued at £100,000 and greater, the relevant Cabinet Member has been consulted.

7.0 Procurement Records

- 7.1 Where the total value is less than £100,000, the relevant Head of Service must ensure that the following records are kept:
- a. Invitations to quote and quotations
 - b. A record of any waivers to the procurement process and the reasons for them
 - c. A record of the reason if the lowest price is not accepted
 - d. Written records of communications with the successful contractor or an electronic record if a written record of the transaction would normally not be produced
 - e. Copies of the quotes received must be appended to the relevant requisition
- 7.2 Where the total value exceeds £100,000, the relevant Head of Service must ensure that the following records are kept:
- a. The method for obtaining bids
 - b. The calculation of the estimated value
 - c. The reason for entering into a contract
 - d. Any waiver under Rule 17 together with the reasons for it
 - e. The award criteria in descending order of importance

- f. Tender documents sent to and received from tenderers
- g. Pre-tender research, benchmarking and consultation information
- h. Any post-tender clarification information, to include minutes of meetings
- i. The contract documents
- j. Contract implementation and evaluation plan and any monitoring and management information
- k. Communications with all tenderers throughout the tendering exercise and with the successful supplier(s) throughout the period of the contract

7.3 All contracts valued at £100,000 and greater must be entered onto the Council's Contract Register. The manager responsible for procuring the contract should ensure the safe keeping of contract documentation in line with Lambeth's document retention policy. Where an electronic procurement has taken place, all electronic records pertaining to the tender and the tendering process must be retained on the Council's e-procurement system.

8.0 Advertising, Prequalification & Framework Agreements

8.1 Officers shall ensure that, where proposed contracts, irrespective of their total aggregate value, might be of interest to potential suppliers located in other member states of the EU, a sufficiently accessible advertisement is published. Generally, the greater the interest of the contract to potential bidders from other member states, the wider the coverage of the advertisement should be. Advertisements for tenders must be placed as below:

- a. For procurements valued between £0.00 and up to **£25,000**, officers are not obliged to formally advertise the purchase but may do so using the Council's public website
- b. For procurements valued from £25,000, officers must advertise the purchase opportunity on the Council's public website or procurement portal and the government supplier portal Contracts Finder as a minimum.
- c. Where the value exceeds the current EU thresholds for supply, service and works contracts, tender advertisement rules must be followed in accordance with the current EU Public Procurement Directive
- d. For procurement activity of any value officers may use additional advertisements in national official journals, specialist trade papers or websites, if relevant and if affordable

8.2 Officers are responsible for ensuring that all candidates for a purchase or relevant contract are capable regarding:

- a. Economic and financial standing
- b. Technical ability to fulfil the requirements of the Authority
- c. Capacity to fulfil the requirements of the Authority

This shall be achieved in respect of proposed purchases and contracts by the use of proportional criteria for selecting firms as set out below:

- a. Where a contract is valued between Lambeth tendering threshold of £100,000 and public services contract threshold of £172,514, a single stage process shall be used and no pre-qualification is allowed, including the use of Constructionline;
- b. Where a contract is valued between public services contract threshold of £172,514 and any higher applicable public contract threshold (such as threshold for 'light touch' process or public works contract threshold), it is possible to use a restricted tendering (two stage) process or to use Constructionline for pre-qualification of potential suppliers where appropriate.;

- 8.3 The term of a Framework Agreement must not exceed 4 years, save in exceptional cases duly justified, in particular by the subject of the framework agreement. Contracting authorities may not use framework agreements improperly or in such a way as to hinder, restrict or distort competition. Also, while an agreement may be entered into with one provider, where an agreement is concluded with several organisations, there must be at least 3 three in number. The terms and conditions of the framework contract must set out how call-offs from the framework will be made and must be followed.

Section 3: Purchasing Rules

9.0 Competition Requirements for Purchases and Partnership Arrangements

9.1 Officers must calculate the total aggregate value of any contract or purchase. If in doubt, Officers should seek the advice of their procurement team.

9.2 The following table shows the procedures and approval process for the Council's tendering activities:

	Total Aggregate Value	Procedure	Internal Approval	Other Essential Requirements
A	£0.00 up to & including £5,000	One Written Quote	Local Manager	<ul style="list-style-type: none"> The quote must represent value for money
B	Greater than £5,000 & up to £100,000	Three Written Quotes	Head of Service/ Assistant Director	<ul style="list-style-type: none"> At least one quotation must be from a local Lambeth supplier, wherever possible Quotes valued at £25,000 - £100,000 must be advertised on the Lambeth website and Contracts Finder
C	£100,000 & up to and including £500,000	<ul style="list-style-type: none"> Formal Tendering Refer to EU rules and requirements No two-stage process is permitted (including the use of Constructionline) for values between £100,000 and £172,514 	Director, following recommendation by Procurement Board	<ul style="list-style-type: none"> Business Case sent to Cluster Board Procurement Strategy sent to Procurement Board Tender advertisement on Lambeth website and Contracts Finder, and where in excess of OJEU thresholds via OJEU Details on Contract Register Contract placed under seal Award decision reported to Officer Decisions
D	Greater than £500,000 and up to and including £1 million	<ul style="list-style-type: none"> Formal tendering Refer to EU rules and requirements 	<ul style="list-style-type: none"> Departmental Cabinet Member, following recommendation by Procurement Board 	<ul style="list-style-type: none"> As C, above, including: Sign off by Cabinet Member, following recommendation by cluster management/ Procurement Board Details on Forward Plan Reports sent to Scrutiny
E	Greater than £1 million	<ul style="list-style-type: none"> Formal tendering Refer to EU rules and requirements 	<ul style="list-style-type: none"> Departmental Cabinet Member, in consultation with Council Leader - following recommendation by Procurement 	<ul style="list-style-type: none"> As D, above

			Board	
F	£10 million and greater	<ul style="list-style-type: none"> Formal tendering Refer to EU rules and requirements 	As E, including approval by the Cabinet	<ul style="list-style-type: none"> As D, above

9.3 Where two-stage process is allowed, the tender advertisement must show the number of suitably qualified tenderers who will be invited to submit bids. At least one suitably qualified Lambeth business must be invited, wherever possible.

9.4 An Officer must not enter into separate contracts nor select a method of calculating the total value in order to minimise the application of these contract procedure rules or to avoid the requirements of the EU.

9.5 Where extensions of time or variations in price (or both together) are made to an existing contract, Officers must adhere to the extension and/or variation provisions in the terms and conditions. Officers must compute the amount of the variation and seek approval in accordance with the Council's Scheme of Delegation.

9.6 Where a contract is to be terminated before its contracted termination date, this must be approved by the relevant Strategic Director.

9.7 The Lambeth Legal team must be consulted where contracts to work for organisations other than the Authority are contemplated.

10.0 Pre Tender Market Research & Consultation

10.1 The Officer responsible for the purchase may consult potential suppliers prior to the issue of the invitation to tender in general terms about the nature, level and standard of the supply, contract packaging and other relevant matters, provided this does not prejudice any potential candidate. Officers are strongly advised to engage with suppliers during the tender process.

10.2 Officers are required to engage with their Cabinet Member before the approval to tender has been given. Discussions will include the contract's outcomes and outputs and opportunities for community benefits and social value.

11.0 Standards & Award Criteria

11.1 The Officer must ascertain the relevant EU, UK, European or international standards which apply to the subject matter of the contract. The Officer must include those standards which are necessary properly to describe the required quality. The Lambeth Legal team must be consulted if it is proposed to use standards other than European standards.

11.2 The Officer must define award criteria that are appropriate to the purchase and designed to secure an outcome giving Value for Money for the Authority. The basic criteria shall be:

- a. "Most Economically Advantageous", where price and quality elements are considered. This may include 100% assessment of quality to a fixed budget and 100% price where a minimum quality threshold is met
- b. "Highest Price" if payment is to be received for sale or disposal

11.3 Where, under the Most Economically Advantageous approach, quality is adopted as a criterion, it must be further defined by reference to sub-criteria which may refer only to relevant considerations. These must include price and quality of the goods and or services in addition to service, quality of goods, whole life costs, technical merit, previous experience, social value

aspects (including relevant social, environmental and economical considerations), delivery date, cost effectiveness, quality, aesthetic and functional characteristics (including security and control features), safety, after-sales services, technical assistance and any other relevant matters.

11.4 Award criteria must not include non commercial considerations except those set out in the Public Services (Social Value) Act 2012 or matters which discriminate against suppliers from the European Economic Area or signatories to the Government Procurement Agreement and must reflect the subject matter of the contract.

12.0 Invitations to Tender & Quotations

12.1 The invitation to tender shall state that no tender will be considered unless it is received by the date and time stipulated in the Invitation to Tender.

12.2 All tenders valued at £100,000 and greater must be conducted online. Officers and suppliers will be provided with guidance and support on how the system works and where they can get help.

12.3 In exceptional circumstances paper tenders may be issued but these must be approved by the Officer's Head of Service before issue. All paper tenders must observe the Council's rules on the return, security and recording of paper tenders.

12.4 All Invitations to tender shall include the following:

- a. The requirement that all tenders valued at £100,000 and greater must be completed online by the supplier
- b. A specification that describes the Authority's requirements. A requirement for tenderers to declare that the tender content, price or any other figure or particulars concerning the tender have not been disclosed by the tenderer to any other party (except where such a disclosure is made in confidence for a necessary purpose)
- c. A requirement for tenderers to complete fully and sign all tender documents including a form of tender and certificates relating to canvassing and non-collusion
- d. Notification that tenders are submitted to the Council on the basis that they are prepared at the tenderer's expense
- e. A description of the award procedure and, unless defined in a prior advertisement, a definition of the award criteria in objective terms and if possible in descending order of importance
- f. The method by which any arithmetical errors discovered in the submitted tenders is to be dealt with; in particular, whether the overall price prevails over the rates in the tender or vice versa

12.5 All Invitations to tender or quotations must specify the goods, service or works that are required, together with the terms and conditions of contract that will apply (see Rule 16).

12.6 Tenders that are returned without a signed Form of Tender (which also declares the supplier's acceptance of Lambeth's terms and conditions of contract) will be considered as non-compliant.

12.7 All candidates invited to tender or quote must be issued with the same information at the same time and subject to the same conditions. Any supplementary information must be given on the same basis.

12.8 Requests for quotation must be sought for procurements below £100,000 in value.

13.0 Shortlisting

- 13.1 Any shortlisting must have regard to the financial standing and technical capacity relevant to the contract and the award criteria.
- 13.2 Where the contract value relates to the EU thresholds, Officers must adhere to specific shortlisting rules that apply in respect of the EU Directives.

14.0 Submission, Receipt & Opening of Tenders & Quotations

- 14.1 Tenders of £100,000 or greater must be returned directly using the Council's e-procurement system. Further information on the e-tendering system is available from the procurement team. Tenders must be submitted directly to the website.
- 14.2 An electronic reverse auction should only be used following discussion with the Officer's procurement team. The procedure enables suppliers/providers to adjust their tender price in the light of information from the tender prices submitted by competing suppliers/providers, then alterations will be accepted as permitted by the auction process.
- 14.3 Council officers are required to use the Council's e-tendering system when procuring products, services and/or works. Where this is not possible then officers should consult with the procurement service before proceeding.
- 14.4 Each tender must be adequately protected immediately on receipt to guard against amendment of its contents. All tenders must be opened in the presence of two or more Officers; one Officer must be the lead Officer for that procurement exercise or his or her representative.
- 14.5 Suppliers who have expressed interest in a tender must be given adequate period in which to prepare and submit a proper quotation or tender, consistent with the complexity of the contract requirement. The EU Directive on public procurement includes specific tendering time periods.
- 14.6 Officers must notify all candidates of the correct tender return instructions, including to whom (Officer name) and where (Lambeth website) the tenders must be returned.
- 14.7 Any tender that does not comply with the Council's requirement as set out in the tender invitation e.g. arrives late and/or after other tenders had been opened, should normally be excluded from consideration, with the circumstances recorded on the Council e-procurement system. Officers may, however, seek the agreement of the Head of Procurement to relax these requirements in appropriate circumstances. Any such relaxation shall be identified when seeking any necessary authorities required before the acceptance of a tender.

15.0 Clarification Procedures

- 15.1 Providing clarification of an invitation to tender to potential or actual candidates or seeking clarification of a tender, whether in writing or by way of a meeting, is permitted. Discussions with tenderers after submission of a tender and before the award of a contract (post tender clarification) with a view to clarifying mistakes or errors in the tender submitted, operational provisions or terms and conditions of contract are permitted. Where post tender clarification discussions are to take place with a supplier, all tenderers involved in the respective exercise must be notified and all information must be documented by the Officers conducting the clarification.
- 15.2 However, discussions with tenderers after submission of a tender and before the award of a contract with a view to obtaining adjustments in scope, price, delivery or content (i.e. post-

tender negotiations) is generally not allowed and must be subject to the current EU/UK Public Procurement Directives.

15.3 Where post-tender clarification results in a fundamental change to the specification (or contract terms) the contract must not be awarded but re-tendered.

16.0 Evaluation, Award of Contract & Debriefing of Candidates

16.1 Apart from the debriefing required or permitted by these CSOs, the confidentiality of quotations, tenders and the identity of candidates must be preserved at all times and information about one candidate's tender submission must not be given to another candidate.

16.2 Contracts must be evaluated and awarded in accordance with the award criteria. During this process, Officers shall ensure that submitted tender prices are compared with any pre-tender estimates and that any discrepancies are examined and resolved satisfactorily.

16.3 If arithmetical errors are found in a tender submission they should be clarified with the tenderer. Alternatively, if the rates in the tender, rather than the overall price, were stated within the tender invitation as being dominant, an amended tender price may be requested to accord with the rates given by the tenderer.

16.4 Officers may accept quotations and tenders received in respect of proposed contracts, provided they have been sought and evaluated fully in accordance with these contract procedure rules and in respect of the Lambeth Scheme of Delegation.

16.5 Where the total value is at £100,000 and greater, the Officer must notify all candidates simultaneously and as soon as possible of the intention to award the contract to the successful candidate. Where the standstill period applies Officers must send the following to all persons submitting an expression of interest:

- a. The award criteria
- b. The name of the successful bidder
- c. Where appropriate, the score that the tenderer obtained against the criteria
- d. Where appropriate the score the winning tenderer obtained
- e. The name of the winning tenderer

16.6 Officers must provide unsuccessful candidates with a period of at least ten calendar days in which to challenge the decision before the Officer awards the contract. If the decision is challenged by an unsuccessful candidate then the Officer shall not award the contract and shall immediately seek the advice of the Lambeth Legal team.

16.7 The Officer shall debrief all those candidates who submitted a bid about the characteristics and relative advantages and disadvantages of the bid they submitted. No information, other than the following, should be given without taking the advice of the Head of Legal Services:

- a. How the award criteria were applied
- b. The prices or range of prices submitted, in either case not correlated to candidates' names
- c. The names of candidates where there were three or more candidates

16.8 If a candidate requests in writing the reasons for a contracting decision, the Officer must give the reasons in writing within 16 days of the request. If requested, the Officer may also give the debriefing information at Rule 16.7 above to candidates who were deselected in a pre-tender shortlisting process.

17.0 Waivers

17.1 The Council and its Cabinet have the authority to waive any requirements within these CSOs for specific projects. The Council may delegate that authority to the Chief Executive and the Strategic Directors.

17.2 Where a proposed contract is likely to exceed the EU threshold, the Council has no authority to waive these rules. Normally the circumstances under which a waiver can be agreed are:

- a. **Sole Supplier:** it can be proven that there is only one provider who can deliver the products or services
- b. **Demonstrable Best Interest:** it can be demonstrated that it is in the Council's best interest and this is clearly demonstrated in the comments section in the waiver report
- c. **Emergency:** There is a clear need to provide a service or product immediately in the instance of a sudden unforeseen crisis; the immediate risk is to health, life, property or environment. Normal competitive processes are not feasible
- d. **Changing an Existing Contract:** making significant improvements and/or changes to an existing contract. This will usually be captured in a contract variation waiver
- e. **Urgency:** there exists an unforeseen situation calling for prompt action in order to provide a product or service that fulfils a specific statutory obligation, e.g. health and safety requirements. Competitive processes may not be feasible
- f. **Exigencies of a Service:** there are demonstrable circumstances that are genuinely exceptional
- g. **Extension as Waiver:** where a contract extension is being sought but it is not possible in the current contract's terms and conditions

17.3 All waivers, the reasons for them and the period for which the waiver is valid must be recorded and signed off by the relevant officer and manager in accordance with the Council's Scheme of Delegation.

17.4 The decision making route for waivers is as follows:

Waiver Value	Decision Maker
£0.00 up to £100,000	<ul style="list-style-type: none"> • Head of Service or Assistant Director or Director • Director of Integrated Support
£100,000 and greater and up to and including £500,000	<ul style="list-style-type: none"> • Director • Recommendation by Procurement Board
£500,000 and greater and up to and including £1 million	<ul style="list-style-type: none"> • Cabinet Member • Recommendation by Procurement Board
Greater than £1 million	<ul style="list-style-type: none"> • Cabinet Member • Recommendation by Procurement Board • Council Leader

Section 4: Contract Documents & Other Formalities

18.0 Contract Documents

- 18.1 All relevant contracts shall be in writing and must set out the parties' obligations, rights and risk allocations.
- 18.2 All relevant contracts, irrespective of value, shall clearly specify:
- a. What is to be supplied (i.e. the works, materials, services, matters or things to be furnished, had or done)
 - b. The provisions for payment (i.e. the price to be paid and when)
 - c. The time, or times, within which the contract is to be performed
 - d. The provisions for the Council to terminate the contract
- 18.3 The Council's terms and conditions of contract must be used wherever possible rather than the suppliers. If you intend to use the suppliers terms advice must be sought from the Legal team.
- 18.4 If the Council's standard terms and conditions are not used, every relevant contract of purchase over £100,000 must also state clearly as a minimum:
- a. That the contractor may not assign or sub-contract without prior written consent
 - b. How the contractor would indemnify the Council against any negligent act or omission
 - c. Any insurance requirements
 - d. How the contract may be ended because of non performance or otherwise
 - e. How intellectual property is dealt with
 - f. How services may be varied
 - g. Important performance indicators
 - h. Health and safety requirements
 - i. Ombudsman requirements, if relevant
 - j. Data protection requirements, if relevant
 - k. That charter standards are to be met if relevant
 - l. Race relations requirements
 - m. Requirements under the Equalities Act 2010
 - n. Freedom of Information Act requirements
 - o. Where Agents are used to let contracts, that Agents must comply with the Council's contract procedure rules
 - p. A right of access to relevant documentation and records of the contractor for monitoring and audit purposes if relevant
- 18.5 The formal advice of the Lambeth Legal team must be sought for the following contracts:
- a. Where the total value exceeds £100,000
 - b. Those involving leasing arrangements
 - c. Where it is proposed to use a supplier's own terms
 - d. Those that involve insourcing or outsourcing

19.0 Contract Formalities

- 19.1 All contracts must be concluded formally in writing before the supply, service or construction work begins.
- 19.2 The Officer responsible for securing signature of the contract must ensure that the person signing for the other contracting party has authority to bind it.
- 19.3 Subject to any exceptions as provided elsewhere in the Scheme of Delegation, all contracts over £100,000 must be made under seal (other than contracts for the sale and acquisition of land at auction, electronic e-auctions and insurance contracts).
- 19.4 Contracts up to and including £100,000 must be signed by two duly authorised officers, one being the Head of Service or Assistant Director.
- 19.5 Where contracts are completed by each side adding their formal seal, such contracts shall be attested by officers so authorised under the Council's Constitution. The seal must not be affixed without the Authority of the Legal Team, acting under delegated powers. A contract must be sealed where:
- a. The total value is at £100,000 and greater
 - b. The Council wishes to enforce the contract more than six years after its end
 - c. The price paid or received under the contract is a nominal price and does not reflect the value of the goods or services
 - d. There is any doubt about the Authority of the person signing for the other contracting party

20.0 Bonds & Parent Company Guarantees

- 20.1 The Officer must consult the appropriate Director to determine whether a Parent Company Guarantee is necessary and at what level when a Candidate is a subsidiary of a parent company and:
- a. Award is based on evaluation of the parent company, or
 - b. There is some concern about the stability of the candidate
- 20.2 The Officer must consult the appropriate Director about whether a Bond is needed:
- a. Where the total value exceeds £1,000,000, or
 - b. Where it is proposed to make stage or other payments in advance of receiving the whole of the subject matter of the contract and there is concern about the stability of the candidate

21.0 Prevention of Corruption

- 21.1 The Officer must comply with the Lambeth Code of Conduct and must not invite or accept any gift or reward in respect of the award or performance of any contract. High standards of conduct are obligatory; it will be for the Officer to prove that anything received was not received corruptly. Corrupt behaviour in Council officers will lead to dismissal.

22.0 Declaration of Interest

- 22.1 If it comes to the knowledge of a member or an employee of the Authority that a contract in which he or she has a pecuniary interest has been or is proposed to be entered into by the Council, he or she shall immediately give written notice to the chief executive and their strategic director. The chief executive shall report such declarations to the appropriate committee.

- 22.2 Such written notice is required irrespective of whether the pecuniary (financial) interest is direct or indirect. An indirect pecuniary interest is distinct from a direct pecuniary interest in as much as it is not a contract to which the member or employee is directly a party.
- 22.3 A shareholding in a body not exceeding a total nominal value of £1,000 or 1% of the nominal value of the issued share capital (whichever is the less) is not a pecuniary interest for the purposes of this standing order.
- 22.4 Strategic Directors in all departments shall maintain a record of all declarations of interests notified by Members and Officers.

Section 5: Contract Management

23.0 Managing Contracts

- 23.1 Heads of Service are to name contract managers for all new contracts. All contracts must have a named Council contract owner and contract manager for the entirety of the contract.
- 23.2 Contract managers must follow the procedures set out in the Council's Contract Standing Orders.

24.0 Risk Assessment & Contingency Planning

- 24.1 Provision for resources for the management of the contract, for its entirety, must be identified in the business case.
- 24.2 For all contracts with a value of £100,000 and greater, the contract manager must:
- a. Maintain a risk register during the contract period
 - b. Undertake appropriate risk assessments and for identified risks
 - c. Ensure contingency measures and business continuity plans are in place

25.0 Contract Monitoring, Evaluation & Review

- 25.1 All contracts valued at £100,000 and greater are to be subject to regular formal reviews with the contractor. An initial review must be done at the first 3 months of a contract start date and on-going reviews will then be conducted on a regular schedule.
- 25.2 A formal review process must be applied to all contracts deemed to be High Risk, High Value, or High Profile. This process must be applied at key stages of major procurements.
- 25.3 During the life of the contract, the Officer must monitor a contract in respect of:
- a. Performance and compliance with specification and contract
 - b. Cost and any value for money requirements
 - c. User satisfaction and risk management