

## **NOTICE OF MEETING**

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# **Decisions by the Leader**

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TUESDAY, 30TH JULY, 2013 at 16:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

**MEMBERS:** Councillor Claire Kober, Leader of the Council.

### **AGENDA**

#### **1. URGENT BUSINESS**

To consider any items of urgent business. New items of urgent business will be discussed under Item 10 below and new items of exempt urgent business will be considered under Item 18 below.

#### **2. ARCHITECTURAL TENDERS FOR INFILL/SMALL SITES (PAGES 1 - 6)**

(Report of the Director of Place and Sustainability). The report seeks approval to allow tendering to commence for architectural services for twelve infill/small housing sites.

#### **3. PROCUREMENT OF A STRATEGIC PARTNER TO SUPPORT THE CUSTOMER SERVICES TRANSFORMATION PROGRAMME (PAGES 7 - 18)**

(Report of the Assistant Chief Executive). The report provides an update on the procurement process followed to identify, evaluate and select a strategic partner to support the Council in delivering the Customer Services Transformation Programme and to gain approval to appoint the preferred/recommended supplier.

#### **4. SOUTH TOTTENHAM DECENT HOMES PROGRAMMES 2013/14 PHASE ST29 (PAGES 19 - 26)**

(Report of the Director of Adult and Housing Services). The report seeks approval to a waiver of Contract Standing Order 9.01 and an award of the contract for Decent Homes Phase ST29 (Ferry Lane).

**5. NORTH TOTTENHAM DECENT HOMES PROGRAMMES 2013/14 PHASE NT25 (PAGES 27 - 34)**

(Report of the Director of Adult and Housing Services). The report seeks approval to a waiver of Contract Standing Order 9.01 and approval of an award of contract for Decent Homes Phase NT25 (132-458 Lordship Lane).

**6. NORTH TOTTENHAM DECENT HOMES PROGRAMMES 2013/14 PHASE NT 24 (PAGES 35 - 42)**

(Report of the Director of Adult and Housing Services). The report seeks approval to a waiver of Contract Standing Order 9.01 and approval of an award of contract for Decent Homes Phase NT24.

**7. DECENT HOMES PROGRAMME 2013/14 KITCHEN AND BATHROOM IMPROVEMENTS (PAGES 43 - 48)**

(Report of the Director of Adult and Housing Services). The report seeks approval to a waiver of Contract Standing Order 9.01 and approval to an award of contract for Decent Homes Phase KB1 (Kitchens and Bathroom Improvements).

**8. LIFT MODERNISATION PROGRAMME 2013/14 (PAGES 49 - 56)**

(Report of the Director of Adult and Housing Services). The report seeks approval to an award of contract for lift replacement works.

**9. HOUSING CAPITAL AND DECENT HOMES PROGRAMME 2014/15 (PAGES 57 - 76)**

(Report of the Director of Adult and Housing Services). This report proposes that the Decent Homes programme is extended by one year in order to enable the Council to achieve full decency in 2015/16 (Year 8). The report also provides details of the schemes that are recommended for inclusion in the 2014/15 and 2015/16 Decent Homes Programme.

**10. NEW ITEMS OF URGENT BUSINESS**

To consider any new items of urgent business admitted under Item 1 above.

**11. EXCLUSION OF THE PRESS AND PUBLIC**

Note from the Head of Local Democracy and Member Services

Items 12, 13, 14, 15, 16, 17 and 18 allow for the consideration of exempt information in relation to Items 3, 4, 5, 6, 7, 8, and 1, respectively, which appear earlier in the agenda.

**RESOLVED:**

That the press and public be excluded from the remainder of the meeting as the items below contain exempt information, as defined under paragraphs 3 and 5 Part 1, schedule 12A of the Local Government Act 1972.

**12. PROCUREMENT OF A STRATEGIC PARTNER TO SUPPORT THE CUSTOMER SERVICES TRANSFORMATION PROGRAMME (PAGES 77 - 80)**

To consider exempt information pertaining to Item 3 above.

**13. SOUTH TOTTENHAM DECENT HOMES PROGRAMMES 2013/14 PHASE ST29 (PAGES 81 - 86)**

To consider exempt information pertaining to Item 4 above.

**14. NORTH TOTTENHAM DECENT HOMES PROGRAMMES 2013/14 PHASE NT25 (PAGES 87 - 92)**

To consider exempt information pertaining to Item 5 above.

**15. NORTH TOTTENHAM DECENT HOMES PROGRAMMES 2013/14 PHASE NT 24 (PAGES 93 - 98)**

To consider exempt information pertaining to Item 6 above.

**16. DECENT HOMES PROGRAMME 2013/14 KITCHEN AND BATHROOM IMPROVEMENTS (PAGES 99 - 104)**

To consider exempt information pertaining to Item 7 above.

**17. LIFT MODERNISATION PROGRAMME 2013/14 (PAGES 105 - 110)**

To consider exempt information pertaining to Item 8 above.

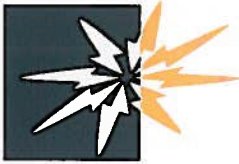
**18. NEW ITEMS OF EXEMPT URGENT BUSINESS**

To consider any new items of exempt urgent business admitted under Item 1 above.

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Published: 22 July 2013



**Haringey** Council

Report for:	Leaders Signing	Item Number:	
Title:	Architectural tenders for infill/small sites		
Report Authorised by:	Lyn Garner – Director of Place and Sustainability <i>Lyn Garner</i>		
Lead Officer:	Paul Munday – Housing regeneration (Ext 3140, 07967 395359, paul.munday@haringey.gov.uk)		
Ward(s) affected: All	Report for: Key Decision		

## 1. Describe the issue under consideration

- 1.1 A review of Housing Revenue Account (HRA) land ownership has identified a substantial list of small and infill sites that have potential for new build council homes. Eleven have been selected for further initial design and financial feasibility work. None of the sites are occupied by domestic property although some may require negotiation with garage users. A twelfth site 'Cranwood House' which is in the ownership of the general fund also has potential for redevelopment for council homes. Information on the design and feasibility work being undertaken will be provided to residents who live near to each of the sites.
- 1.2 To allow capacity studies and financial appraisals to be undertaken in a timely manner it is requested that the leader authorises the tendering and subsequent appointment of architects to undertake design work, including associated surveys and investigatory works. These feasibility studies will also assist in developing the Housing Investment and Estate Regeneration Strategy.

## 2. Cabinet Member introduction

- 2.1 Our first new build council homes cannot be delivered without initial designs and financial viability appraisals being undertaken. The twelve sites covered by this report offer the most immediate opportunity to commence the new build programme. As a result of the next cabinet not being until September the leader is asked to authorise the commencement of the architect tender process and by way of further report the subsequent appointment of the successful organisations in line with appropriate procurement guidance.



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### **3. Recommendation**

**3.1 To allow tendering to commence for architectural services for twelve infill/small housing sites and if appropriate the appointment of successful organisations.**

### **4. Alternative options considered**

**4.1 To submit this request for consideration/approval at the September Cabinet. This will delay architect appointments and ultimately therefore the commencement of the programme of construction of the new homes.**

### **5. Background information**

**5.1 The proposed Housing Investment and Estate Renewal Strategy is expected to include suggestions for a range of infill/small sites where new build council homes could be constructed and owned by the council. The suggested locations for the initial feasibility studies are listed at Appendix 1.**

**5.2 To allow effective assessment of the various sites and inform the Strategy document a range of design work, financial analysis and investigatory surveys/work will be necessary. The proposal is to tender for design services in six or seven 'lots'. One site because of its scale will be tendered through the existing Haringey Multi Disciplinary Consultants framework. One lot consisting of locations within conservation areas will be tendered to specialist architects. The remainder will be tendered on a geographical basis to medium sized architects, from 'Constructionline', with a track record of successful housing design. This Approach should maximise value for money by ensuring competitive pricing combined with quality design.**

**5.3 The tender will include for site, utility and contamination survey work, and any other necessary investigatory works. With the information provided a full analysis will be possible for each site and informed discussion can then determine which if any of the locations should proceed to formal planning application. No planning application will be made without further authority being sought.**

**5.4 Information on the design and feasibility work being undertaken will be provided to residents who live near to each of the sites. If sites prove feasible there will be consultation with local residents.**

**5.5 The design and investigatory works outlined above are estimated to total £800,000. The total sum is divided approximately £350,000 to one site and the remaining £450,000 across the other five or six lots which cover eleven sites split on a conservation/geographical basis. The tender documents will also allow for the later stages of design but these services will only be commissioned if schemes proceed beyond feasibility stage.**



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## **6. Comments of the Chief Finance Officer and financial implications**

- 6.1 Much of the design and investigatory works covered by this tender can be capitalised and will be funded from the £1.45m Infill and Development budget in the 2013-14 HRA capital programme.
- 6.2 In addition, there is a £500k revenue funding available for feasibility studies and preliminary work that cannot be capitalised (for example if a scheme does not proceed). The availability of these two funding streams should mean that there is sufficient budget to cover the £800,000 costs of the first phase of work.
- 6.3 In the unlikely event that none of the costs can legitimately be charged to the capital programme funding will need to be found from elsewhere in the HRA budget. However it is not believed that this is a high risk.

## **7. Head of Legal Services and legal implications**

- 7.1 The Head of Legal Services notes the contents of the report.
- 7.2 The various tender exercises referred to within the report will need to be conducted in accordance with all relevant legislation including but not limited to EU procurement legislation (where applicable) as well as the Council's Contract Standing Orders.
- 7.3 Appropriate forms of contract should be entered into for each of the appointments and Corporate Legal Services should be instructed in this regard.
- 7.4 The Leader has the power to approve the recommendations set out in this report.

## **8. Equalities and Community Cohesion Comments**

- 8.1 Promoting equality through contracts and commissioning is a key aspect of the Council's Equal Opportunities Policy and accords with the Council's public sector equality duty. The tender process that will be used to appoint the successful organisation will be in line with the Council procurement guidelines and procedures, which have relevant equalities considerations at all the key stages of the procurement process, including a Company Questionnaire which includes a section on equal opportunities.

## **9. Head of Procurement Comments**

- 9.1 The Head of Procurement notes the recommendations in this report and that the Housing regeneration team should liaise with the Central Procurement Team regarding any future procurements and need to be considered in relation to Public Procurement Regulations 2006 and contract standing orders.



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**10. Policy Implication**

10.1 None until full information is available later in 2013, when the outcomes of the initial design work and scheme financial analysis will form part of the discussions around the Housing Investment and Estate Renewal Strategy.

**11. Reasons for Decision**

11.1 To allow the timely delivery of new build council housing.

**12. Use of Appendices**

12.1 Appendix 1 – list of sites

**13. Local Government (Access to Information) Act 1985**

13.1 Not applicable



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**Appendix 1 – Infill/small sites for initial feasibility assessments**

1. Anderton Court garages, Alexandra Park Road N22
2. Parking area, Barnes Court, Clarence Road, N22
3. Land Adjacent 43 Boyton Road N8
4. Connaught Lodge garages, Connaught Road N4
5. Ednam House garages, Florence Road N4
6. Parking area, Fenton Road N17
7. Garages and land adjacent 8 King's Road N17
8. Land between 10-12 Muswell Hill Place N10
9. Land adjacent 82 Muswell Hill Place N10
10. Templeton Hall and garages, Templeton Road N15
11. Parking area, Whitbread Close N17
12. Cranwood House, Woodside Avenue, N10 (General Fund)





**Haringey Council**

<b>Report for:</b>	<b>Leader 30<sup>th</sup> July 2013</b>	<b>Item Number:</b>	
<b>Title:</b>	<b>Procurement of a Strategic Partner to support the Customer Services Transformation Programme [CSTP]</b>		
<b>Report Authorised by:</b>	<b>Stuart Young [Assistant Chief Executive]</b>		
<b>Lead Officer:</b>	<b>Catherine Galvin [Head of Transformation]</b>		
<b>Ward(s) affected:</b> All	<b>Report for Key/Non Key Decisions: Key</b>		

### **1. Describe the issue under consideration**

The purpose of this report is to provide the Leader with an update on the procurement process followed to identify, evaluate and select a Strategic Partner to support the London Borough of Haringey in delivering the CST Programme, and gain approval to appoint the preferred / recommended supplier.

### **2. Cabinet Member introduction**

This is a key Programme for the Council as it will fundamentally improve and reposition our relationship with our customers.

The Programme has as its key outcomes:

- The delivery of a better service offer for Haringey Residents with multiple and complex needs, reducing as it does the need for them to contact multiple services on multiple occasions by dealing with the “whole person” and;
- The delivery of a modern e-enabled service that allows those customers who can to help themselves, transact with the Council and hold their own accounts.

This programme supports the key corporate outcome of “A better Council” by delivering responsive, high quality services and encouraging residents who are able to help themselves to do so.



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### **3. Recommendations**

That the Leader provides approval to award the contract for provision of Strategic Partner consultancy services to Agilisys from November 2013 to support delivery of Stage 2 of the CST Programme for a period of up to 12 months from commencement (with an option to extend this by up to a further 12 months for the commencement of Stage 3).

The total indicative contractual spend for the initial Stage 2 support period will not exceed £812k (and should a decision be taken to exercise the extension option for Stage 3 then the total indicative contractual spend will be £1.6m).

### **4. Alternative options considered**

A number of suppliers were identified and assessed as part of this procurement process, and the information contained herein within the remainder of this report will provide details of how these were considered in order to reach the recommendation proposed. An option for Haringey to 'go it alone' was identified as an alternative but this was not taken forward for the following reasons:

- Programmes such as this need flexible resourcing that does not "hard wire" additional capacity into the organisation.
- Haringey needs to learn from others' experience in implementing such a large and far reaching programme.
- An arrangement like this reduces the requirement to individually manage and source specialist resources that may be required

### **5. Background information**

5.1. In Feb 2013, the council decided to take stock and validate the future direction for Haringey Customer Services and the Residents Strategy programme. Following an external review, a number of recommendations were put forward in order to refocus customer service operational improvement and development priorities, crystallise the vision for Haringey customer services and strengthen programme governance, management and delivery arrangements.

As a result Haringey initiated a Customer Services Transformation (CST) Programme in order to deliver major business benefits in terms of operational efficiency and customer satisfaction across key customer facing council functions.

The CST programme will define and deliver a new customer services operating model and capability in response to the drivers and challenges identified. A vision and key design principles for customer services has been developed which will be finalised as part of the programme.



**Haringey Council**

This is:

***“To be a trusted organisation where our customers have confidence that their current and future needs will be met in an efficient and effective way”.***

This will be achieved by:

- Digital becoming the primary channel through which customers interact with the council.
- Support all Haringey customers to use the most effective channels according to their needs and encourage opportunities for self-service.
- Bringing more activity to the front end of the process to complete customer transactions end to end and join up services.
- Separating less complex from more complex customer facing transactions and tailoring channels and services to meet both needs.
- Developing a new relationship with customers that builds trust and confidence and a customer service culture that extends beyond the front office.
- Staff are empowered and enabled with the appropriate training and tools to deliver the professional services and new behaviours required.
- Using customer insight to design, target and build services around customer needs.

5.2. The CST programme have designed a phased implementation of change to deliver stabilisation, quick improvement, build momentum, reduce risk and maximise benefits:

- **Stage 1: Short term (May-Oct 2013)** - Deliver a stable customer services, utilise skills and resources more efficiently, clear strategy and plan for future, delivery of operational improvements with largely current technologies, pilot new operating model and plan for customer services growth and consolidation.
- **Stage 2 Medium term (Nov 2013-Nov 2014)** - Implement interim operating model, consolidate contact teams, develop web / CSC offering, implement new technology, develop and embed customer focused culture.
- **Stage 3 Long term (Nov 2014 to 2018)** - Implement full transformation model, web is primary channel, CSC offering fully remodelled, paper and email reduced, partner delivery model supported.

5.3. Outlined in the table below are the key projects within the CST programme:

No	Project	Focus	Scope	Alignment of current initiatives
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**Haringey Council**

No	Project	Focus	Scope	Alignment of current initiatives
1	<b>Shaping Future Service (SFS)</b>	Define future service offer	<ul style="list-style-type: none"> <li>• Development of the Access Channel / Channel shift Strategy and Operating models</li> <li>• Outline Business Case and Detailed Business case</li> <li>• Customer insight to drive access channel and service design</li> </ul>	<ul style="list-style-type: none"> <li>• Access Strategy</li> <li>• New Operating model</li> <li>• Delivery model options</li> <li>• Outline Business case</li> </ul>
2	<b>Customer Services Operational (CSO)</b>	Improve current service offer and embed future service changes	<ul style="list-style-type: none"> <li>• Implementation of the key operational improvements required to stabilise existing services</li> <li>• Prepare customer services for service development</li> <li>• Delivery of main benefits from transformation</li> <li>• Making operational changes stick</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Customer Service Centre (CSC) operational improvements</li> </ul>
3	<b>Customer Services Develop't (CSD)</b>	Deliver future service offer	<ul style="list-style-type: none"> <li>• Future access channel and service transformation (3 tier model)</li> <li>• End to End Business Process Re-engineering</li> <li>• Detailed design and requirements gathering</li> <li>• Migration of services to contact centre, CSCs and web</li> </ul>	<ul style="list-style-type: none"> <li>• Online Feasibility study</li> <li>• Plan for web development</li> <li>• Delivery of web developments</li> <li>• Service design / implementation of 3 tier model</li> <li>• Pilot 3 tier operating model delivery</li> </ul>
4	<b>Culture Change</b>	Identify, reinforce and embed service offer/new customer culture	<ul style="list-style-type: none"> <li>• Implementation of a culture change programme</li> <li>• Implementation of customer care standards</li> <li>• Support changing customer behaviours</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of Customer Care standards</li> </ul>

As part of undertaking the projects above, any proposals arising from these that might potentially propose a change to future customer service delivery models will be subject to appropriate prior consultation processes.

#### 5.4. Timing for appointment of a Strategic Partner

Given the likely timescales for a procurement exercise of this nature, Haringey have assumed that Stage 1 of the CST Programme will be delivered internally, with the intention that a Strategic Partner will be appointed and in place prior to completion of Stage 1. The appointed partner will be expected to work with Haringey to update the outline business case and develop a final business case for approval to commence and jointly implement Stage 2.



**Haringey Council**

### 5.5. Procurement Process

Haringey invited tenders for the provision of consultancy services to assist in the implementation of the CST Programme in accordance with the terms and conditions of the MCAS Framework (ref RM662 – Lot 3).

- *AgilisysLtd\**
- Amtec Consulting
- Capgemini UK PLC
- *Capita Consulting\**
- Deloitte LLP
- Mott Macdonald Ltd
- Mouchel Management Consulting
- *PricewaterhouseCoopers LLP\**

*\*denotes those suppliers who submitted a bid*

The table below provides details of the timetable of key activities involved in this procurement.

No	Activity	Date completed
1	ITT developed	<b>10 May 2013</b>
2	ITT published	<b>17 May 2013</b>
3	Market day with potential bidders	<b>22 May 2013</b>
4	Formal Bids submitted	<b>14 June 2013</b>
5	Clarification meeting with bidders	<b>4 July 2013</b>
6	Evaluation panel	<b>17 July 2013</b>
7	Final report	<b>22 July 2013</b>
8	Leader Decision meeting	<b>30 July 2013</b>
9	Send contract award letter to preferred supplier	<b>8 August 2013</b>

### 5.6. Evaluation of bids

In order to be considered, prospective bidders were asked to provide formal responses to questions set out in the tender documentation, and were told that all responses would be considered in terms of 'Quality of service' and 'Pricing', with the following splits applied:

<b>Quality of Service Delivery</b>	<b>70%</b>
<b>Pricing</b>	<b>30%</b>

An evaluation panel was formed to formally evaluate all submitted bids. The membership for this panel was comprised of senior officers from Customer Services, Transformation, IT and Procurement, and the panel was chaired by the Assistant Chief Executive.



## Haringey Council

A list of the questions put to all bidders in order to assist the panel in evaluating / assessing all responses received (specifically in relation to the two dimensions of 'Quality' and 'Price' stipulated above), have been included within Appendix 1 for reference.

All bidders were asked to submit their quotes for potential / indicative costs to deliver Stage 2. These were illustrative figures and did not form part of the evaluation as there is no minimum guaranteed spend level. The pricing evaluation was undertaken on a submitted schedule of rates.

The costs incurred as part of this procurement can be met from the budget already identified by Council for the Customer Services Transformation Programme.

It is expected that the work undertaken in Stage 2, as set out in paragraph 5.2 above, will identify a series of more detailed projects which might require further investment. Appropriate business case(s) will be developed for each which will include the identification of, and agreement to, funding

### 5.7. Final table of scores

Company	Quality score	Price Score	Total score
<b>Agilisys</b>	54.78%	30.00%	<b>84.78%</b>
<b>Bidder 1</b>	49.00%	28.30%	<b>77.30%</b>
<b>Bidder 2</b>	41.13%	11.71%	<b>52.84%</b>

### 5.8. Preferred / recommended bidder

As a result of the evaluation scoring it is recommended that a decision be taken to appoint Agilisys as the preferred bidder. This recommendation is made on the basis that they attained the highest score (both in terms of Quality and Price).

All bidders were asked at the outset to submit their quotes for potential / indicative costs to deliver Stage 2. Whilst there is no minimum value for this contract officers have used this assessment to gauge the total indicative contractual spend with Agilisys to deliver Stage 2, which is not expected to exceed £812k.

### 5.9 Potential Issues / Risks

*See section(s) 1.2 and 1.3 of the CSTP SP Leader report exempt*

### 5.10 Next steps



No	Activity	Date completed
1	Leader decision	30 July 13
2	End of 'Call in' period	8 Aug 13
3	Send Contract award letter and commence mobilisation	9 Aug 13
4	Develop detailed contract	By Sep 13
5	Joint approval of detailed contract	By Oct 13
6	Joint commencement of Stage 2	From Nov 13

## 6. Comments of the Chief Finance Officer and financial implications

To date, the Council has agreed the following capital funding for the Customer Services Transformation Programme: £0.505m for 13/14 and a further £1.5m indicative for 14/15. The estimated maximum spend through this contract as set out in paragraph 3 is circa £814k (with a further £800k should the option to extend be exercised). This can be met from within these resources. Paragraph 5.6 confirms that the Council will not be committed to any minimum level of spend.

The lead officer will need to develop a spend profile for the initial 12 month period of the contract which will need to be closely monitored to ensure that costs are contained and that the Council receives the expected outputs

Any development / implementation costs identified as part of the Stage 2 work will require business case(s) including identification of funding, as set out in paragraph 5.6.

## 7. Head of Legal Services and legal implications

- 7.1 The report relates to the award of services which are Part A services subject to the EU tender regime, as reflected in the Public Contract Regulations 2006 ("PCR 2006").
- 7.2 Contract Standing Orders (CSOs) also apply to this tender in as far as they allow the Council to award a contract to a contractor selected from a framework established by another public sector body under the body's own standing orders or the PCR 2006. It is proposed to award a contract to a contractor selected from the Management Consultancy and Accounting Services Framework Agreement. This was set up by the Government Procurement Service (GPS) after a tender under the PCR 2006.
- 7.3 As a result, the Council's proposed award will be compliant with EU procurement rules to the extent that the Council's has followed PCR 2006 procedures applicable to the use of frameworks as well as the terms of the specific framework agreement.



**Haringey Council**

- 7.4 The contractors on the framework were invited to submit tenders under a mini competition procedure, a process which complies with the PCR. See the additional considerations in the exempt report.
- 7.5 As the award is a Key Decision, 28 clear days' notice of intention to make the decision should normally be given through publication in the Council's Forward Plan. This has been done.
- 7.6 Because the value of the proposed contract exceeds £250,000, under Contract Standing Orders (CSO) it may be awarded by Cabinet (CSO 9.07.1d) or, in urgent cases involving Key Decisions, may be awarded by the Leader of the Council (CSO 16.03).
- 7.7 During the CST Programme, the Council should conduct any necessary consultation that may be warranted by the nature of the proposals for changes to its service delivery models having regard to its best value and public sector equality duties. Legal Services should be consulted further on this at appropriate stages.
- 7.8 Subject to the additional considerations set out in the exempt report, the Head of Legal Services confirms that there is no legal reason preventing Cabinet from approving the recommendations in paragraph 3 of this report.

## **8. Equalities and Community Cohesion Comments**

Customer Services is a frontline service and as such should be considered a high risk area in terms of possible legal challenge in regard to the Council's public sector equality duty. It is recommended that a full equality impact assessment including formal consultation be carried out on the overall strategic direction and operating model being developed to support the new vision for customer services

## **9. Head of Procurement Comments**

- a. Consultancy Services is classified as a Part A service and is subject to the full EU Procurement regulations. Accessing the national GPS RM662 Management Consultancy & Accounting Services (MCAS) framework saved the use of a considerable amount of time resources by avoiding carrying out a full OJEU tender. The framework provides high-level business strategy consultancy tailored for the local government.

The benefits include:

- Provision of objective advice and assistance relating to strategy, structure, management or operations.



**Haringey Council**

- Competitive maximum rates which may be reduced through further competition including allowing alternative pricing models such as shared risk.
- b. Corporate Procurement supported the mini tender competition process where all eight applicants on the framework were invited to obtain and submit the procurement documentation on the Delta e-sourcing portal. Three suppliers responded and the recommended supplier demonstrated overall best value by obtaining the highest total score.
- c. The services seeks to create a strategic partnership

### **10. Policy Implication**

Approval of this report has no direct impact on Council policy

### **11. Reasons for Decision**

The council has initiated the Customer Services Transformation programme and has decided to seek the services of specialist consultancy to support the delivery of this (in line with the reasons set out in Section 4).

### **12. Use of Appendices**

Appendix 1 has been used to provide extracts from the ITT that was published to all bidders

### **13. Local Government (Access to Information) Act 1985**

This report contains exempt and non-exempt information. Exempt information is contained in the exempt report and is not for publication. The information is exempt under the following categories (identified in the amended Schedule 12 A of the Local Government Act 1972):

3. Information relating to financial or business affairs of any particular person (including the authority holding that information)
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

### **Appendix 1: Extract from ITT**



**Haringey Council**

### 1.1. Copy of questions

Question	Weighting	Score	Weighted Score
4.1.1 Please provide a method statement setting out how you would undertake the Engagement Stage (Stage 2) of the programme. Please highlight the benefits of this approach and any risks and issues that you foresee. Use the table below to indicate the resources which would be required for this stage.	5		0
	5		0
4.1.2 Please provide a method statement setting out how you would undertake the <b>Analysis Stage</b> (Stage 2) of the programme, undertaking the activities listed under point 3.2.2 to deliver the CSTP. Please highlight the benefits of this approach and any risks and issues that you foresee, as well as providing details of how you would mitigate the issues/risks. Use the table below to indicate the resources which would be required for this.	5		0
	5		0
4.1.3 Please provide a method statement setting out how you would undertake the Design Stage (Stage 2) of the programme, undertaking the activities listed under point 3.2.3. to deliver the CSTP. Please highlight the benefits of this approach and any risks and issues that you foresee, as well as providing details of how you would mitigate the issues/risks. Use the table below to indicate the resources which would be required for this.	5		0
	5		0
4.1.4 Please provide a method statement setting out how you would undertake the Implementation Stage (Stage 2) of the programme, following on from the Analysis and Design Stages. Please highlight the benefits of this approach and any risks and issues that you foresee, as well as providing details of how you would mitigate the issues/risks. Use the table below to indicate the resources which would be required for this.	5		0
	5		0
4.1.5 Please provide a statement setting out how you will use your experience, competence, expertise and capacity of your organisation to enter into a partnership agreement with Haringey in order to undertake a programme of this nature. Please refer to real experience of implementing similar programmes in other organisations. Your approach to partnership and risk sharing + Your expertise that will be used to support the identified business process review projects Success in Improving customer satisfaction + Delivering efficiency savings	7		0
	18		0
4.1.6 Please set out your proposals for managing this project related activity, highlighting the roles and responsibilities of key personnel, reporting and escalation arrangements.	5		0
4.1.7 Please provide a narrative as to how you would ensure that any consideration/options appraisal on enabling products will be made, separate and totally independent of any product the partner may have developed or any relationship with suppliers the partner may have.	10		0
<b>TOTAL</b>	<b>80</b>		<b>0</b>

### 1.2. Copy of the scoring criteria

Score	Criterion
<b>0</b>	Question not answered.
<b>1</b>	Very poor – criteria not addressed or processes not acceptable
<b>2</b>	Poor – missing major areas and not showing sufficient understanding of key requirements.
<b>3</b>	Minimum / satisfactory – awareness of the issues – but with some reservations.
<b>4</b>	Good – competent response, showing a high level of understanding and working practices.
<b>5</b>	Excellent – detailed understanding with a high level of understanding of the requirements, of working practices and of quality measures that provide the potential for real service provision – no reservation.



**Haringey Council**

Question	Weighting
4.1.1	10
4.1.2	10
4.1.3	10
4.1.4	Info only
4.1.5	25
4.1.6	5
4.1.7	10

### 1.3. Scoring Process

#### Quality

Bidders were informed that each question set would be marked in accordance with the scoring chart and agreed 'weightings' for each question.

They were informed that marks would be adjusted accordingly based on the allocated weighting for each question.

#### **Example:**

- Question 4.1.7 has a maximum weighting of 10.
- A rating of 'good' would give a score of 4.
- The score would then be adjusted by the weighting score of 10, i.e.  $(4/5) \times 10 = 8$ .

The Bidder with the highest score is awarded the maximum quality score of 70% and scores of the other Bidders are adjusted proportionally against the maximum possible score for each Bidder.

**Example:** Total possible score = 70

- Tender A obtains the highest score of 50, so receives a score of 70%
- Tender B scores 30 out of 70. Tender B therefore scores  $30/50 \times 70\% = 42\%$
- Tender C scores 40 out of 70. Tender C therefore scores  $40/50 \times 70\% = 56\%$

#### Pricing

Bidders were asked to provide the day rates for the following levels of consultants supplied by their organisation for the project and the corresponding number of days (taken from points 4.1.1 to 4.1.4) that would apply to the project.

£ Day  
rate



**Haringey Council**

<b>Junior Consultant</b>	
<b>Consultant</b>	
<b>Senior Consultant</b>	
<b>Principal Consultant</b>	
<b>Partner</b>	
<b>Other roles (please specify)</b>	
<b>TOTAL</b>	

Bidders were advised that the total sum across all levels of consultants will be used in the calculation of their price score. The lowest submitted total price would receive the maximum price score of 30%. Other bids will receive a score based on the following formula:

Lowest submitted total price  
 \_\_\_\_\_ x 30%

Bidder's submitted total price

**Example:**

Tender A total price = £200,000  
 Tender B total price = £180,000  
 Tender C total price = £150,000

In the example above the lowest submitted total price = £150,000, therefore Tender C would receive 30%

Tender A would receive a score of  $(£150,000 \div £200,000) \times 30\% = 24\%$

Tender B would receive a score of  $(£150,000 \div £180,000) \times 30\% = 25\%$



**Haringey** Council

<b>Report for:</b>	<b>Leader of the Council on 30 July 2013</b>	<b>Item Number:</b>	
<b>Title:</b>	<b>South Tottenham Decent Homes Programme 2013/14 Phase ST29 Contract (Ferry Lane)</b>		
<b>Report Authorised by:</b>	<b>Mun Thong Phung, Director of Adult &amp; Housing Services</b>		
	<b>Signed:</b>	<b>Date:</b>	
<b>Lead Officers:</b>	<p>Phil Harris, Deputy Director for Community Housing Services Tel: 0208 489 4338 E-mail: phil.harris@haringey.gov.uk</p> <p>Nick Dudman , Interim Executive Director of Property Services Tel: 0208 489 3272 E-mail: nick.dudman@homesforharingey.org</p>		
<b>Wards affected:</b>	Tottenham Hale	<b>Report for: Key Decision</b>	

## 1. Describe the issue under consideration

- 1.1 On 8 March 2013, the Leader of the Council approved a strategy for the procurement of the works that will be undertaken in relation to the 2013/14 Decent Homes Programme. The strategy involved a number of work packages for which contracts would be tendered.
- 1.2 This report seeks approval of the contract award, to the successful tenderer, for external improvement works for the sum of £3,955,561.27.

## 2. Cabinet Member Introduction

- 2.1 Improving the Council's stock is a high priority and it is important that work continues to increase the number of homes made decent in the borough.
- 2.2 I welcome and support this contract award as a means of enabling delivery of the Decent Homes programme and achievement of GLA targets for 2013/14.



**Haringey Council**

### **3. Recommendations**

3.1 It is **recommended** that the Leader of the Council:

- (a) Approves the waiver of Contract Standing Order 9.01 (need to advertise);
- (b) Approves the award of the contract for Decent Homes Phase ST29 (Ferry Lane) to Apollo Property Services Group Ltd T/A Keepmoat for the tender sum of £3,955,561.27 (and a client side provisional sum set out in paragraph 6.3 of the exempt part of the report); and
- (c) Approves professional fees for this contract in the sum of £288,000.

### **4. Other options considered**

- 4.1 It is recommended that the contract is awarded to the successful tenderer in accordance with the procurement regulations and the Council's procurement process and Contract Standing Orders.
- 4.2 Other procurement options were considered. However, this option is considered the most appropriate for the reasons set out in paragraph 11 below.

### **5. Background information**

- 5.1 The 2013/14 Decent Homes programme was to have been delivered by the letting of contracts under the Decent Homes Contractor Framework Agreement for 2013/14 to 2017/18.
- 5.2 Although the Council and Homes for Haringey commenced this procurement in 2012, the process was re-commenced in 2013/14 due to an issue of legal interpretation of the compliance with the Service Charges (Consultation Requirements) (England) Regulations 2003.
- 5.3 To enable delivery of the 2013/14 Decent Homes Programme, a revised procurement approach (involving the procurement of work packages via separately tendered contracts) was developed and agreed.
- 5.4 Although this report recommends the contract award for the Ferry Lane package of works, there are also three other works packages:
  - Decent Homes - Phase NT24 (Headcorn and Tenterden),
  - Decent Homes - Phase NT 25 (132-458 Lordship Lane)
  - Decent Homes - Phase KB1 (Kitchen & Bathroom Improvements),
- 5.5 The Decent Homes Phase ST29 (Ferry Lane) works package forms part of the revised 2013/14 Decent Homes Programme approved, under delegated authority, by the Director of Adult & Housing Services (in consultation with the Cabinet Member for Housing and the Cabinet Member for Finance & Carbon Reduction) at the beginning of May 2013.



**Haringey** Council

- 5.6. Phase ST29 (Ferry Lane) comprises 230 homes (Armada Close and Kessock Close) and, of these, 95 are tenanted and 110 are leasehold. This excludes the properties in Yarmouth Crescent because, taking into account the need to replace the tiling to the tenanted properties without disturbing the adjacent freehold properties, it was decided to consult with the freeholders with a view to obtaining their 'buy in' to the scheme. As the process to achieve this will involve lengthy consultation and legal agreements that cannot be accommodated within the 2013/14 programme, the Yarmouth Crescent properties will be included in the 2014/15 programme.
- 5.7 The scope of the works will include roof, lining of downpipes, resurfacing of walkways and balconies, asbestos removal, external wall insulation, window and door renewals where required and essential health and safety works. This includes electrics, lateral mains, heating and any issues identified as a risk under HHSRS (Housing Health and Safety Rating System) guidelines. In addition, it is proposed to undertake associated external repairs and redecoration of homes in accordance with the property schedule.

#### Procurement process

- 5.8 The tender process used to award the contract for Ferry Lane was compliant with Contract Standing Orders and in line with the Council's procurement policy and guidelines on sustainability and site waste management.
- 5.9 Ten contractors were invited to submit a tender for all four projects. Three of the projects are on a single estate and would require the contractor to setup their separate site compounds and site management teams, therefore the savings of amalgamating would be minimal. The invitation to tender document stated that contractors would only be awarded one project and this was reiterated during the mid-tender review meeting with the contractors.
- 5.10 It is anticipated that the contractor will start on site on 16 September 2013 and the duration of the contract will be 28 weeks. The contract is due to be completed by 28 March 2014. This will ensure that the GLA targets are met for the number of homes to be made decent and the projected spend is achieved. It was considered prudent not to award more than one package to a contractor. This decision was based on previous experience when a single contractor was awarded multiple contracts that had to be delivered in a similar timeframe to these projects which were not delivered on time due to some performance issues.
- 5.11 As the contractors could be awarded no more than one project, they were asked to identify their project preferences in descending order in their tender return.

#### Resident communication and consultation



**Haringey** Council

- 5.12 Homes for Haringey sent out detailed newsletters to residents, Council Officers and Ward Members in June 2013.
- 5.13 When the contractor is appointed, a meeting will be arranged for the residents to meet the contractor and the Homes for Haringey Project Team, so that any concerns can be addressed before the works start.

Leaseholder implications

- 5.14 Under the terms of their lease, leaseholders are required to contribute towards the cost of maintaining the main structure, common parts and common services of the building in a good condition. Such contributions are recovered by the Council (as freeholder) through the service charges.
- 5.15 In accordance with the Service Charges (Consultation Requirements) (England) Regulations 2003, the Notifications of Estimates (second consultation notices) have been issued to leaseholders by Homes for Haringey's Home Ownership Team.
- 5.16 The second consultation notices described the proposed works, provided leaseholders with two estimates for the cost of the proposed works and invited leaseholders to make observations on the estimates.
- 5.17 The statutory consultation period under the second notices ended on 13 July 2013. The total amount estimated to be recovered from 110 leaseholders is £1,768,413. A notice of intention and a notice of estimates were issued to the leaseholders affected by the works, and these provided a description of the proposed works and details of the anticipated cost. Officers have given regard to the observations received and a response has been sent to the leaseholders. A copy of that documentation will be provided to the Leader on 30 July 2013 for her consideration as part of the decision making process.

**6. Comments of the Chief Financial Officer and Financial Implications**

- 6.1 If the Council awards the contract to the successful tenderer, the total cost of the project (including the professional fees, but excluding the client side provisional sum referred to in paragraph 6.3 of the exempt part of the report) will be £4,243,561.27.
- 6.2 The contract has been evaluated using the Most Economically Advantageous Tender method.
- 6.3 In order not to award more than one contract to the same tender it has been decided to award the contract to the second Most Economically Advantageous Tender. There is a slight quality score difference and a difference in price of £52,530. However it was felt that this is outweighed by the importance of ensuring deliverability.



**Haringey Council**

- 6.4 A proportion of these costs will be recoverable from leaseholders as noted in paragraph 5.17, above.
- 6.5 Financial provision exists for this project within the Decent Homes Programme for 2013/14.

**7. Head of Legal Services and Legal Implications**

- 7.1 The Head of Legal Services is satisfied that the leaseholder statutory consultation conducted to date has been carried out in accordance with the requirements of the relevant Regulations.
- 7.2 The value of the contract referred to in paragraph 3 is below the EU threshold for works. Therefore it has not been necessary to undertake an OJEU tendering process in accordance with the Public Contracts Regulations 2006.
- 7.3 This is a key decision and the Directorate has confirmed that it has been included on the Forward Plan.
- 7.4 The Leader has power under CSO16.03 to approve the recommendations in this report.
- 7.5 The Head of Legal Services confirms there are no legal reasons preventing the Leader of the Council from approving the recommendations set out in the report.

**8. Equalities and Community Cohesion Comments**

- 8.1 Homes for Haringey's Asset Management Strategy, 2010 - 17, covers all investment in the Council's housing stock, including decent homes.
- 8.2 In compliance with the Council's public sector equality duty, an Equality Impact Assessment was undertaken as part of drawing up the Strategy. The findings have been incorporated into Homes for Haringey's planning processes for delivering decent homes. This includes ensuring that all residents receive the standard of work that is consistent with the Decent Homes policy, and that consideration of specific language and other needs are identified and addressed when drawing up programmes of work.
- 8.3 The tender process used to award the contract was in line with the Council's procurement policy and guidelines, which have equalities considerations at all the key stages.

**9. Head of Procurement Comments**



**Haringey Council**

- 9.1 The procurement of interim packages is necessary to ensure that works take place this financial year whilst the OJEU for the contractors framework takes place.
- 9.2 It is noted that the interim packages were tendered as set out in paragraph 3 of the exempt information and that a Section 20 notification process is taking place for this work.
- 9.3. The tender has been prepared and tendered on a quality/price basis of 40%/60%,
- 9.4 The selected contractor is as recommended in paragraph 3.1

**10. Policy Implications**

- 10.1 Homes for Haringey have in place an Asset Management Strategy and Environmental Sustainability Strategy which provides a strategic framework for the delivery of the Decent Homes Programme.
- 10.2 The objectives of these strategies are closely linked to the Council's Greenest Borough Strategy, the Sustainable Procurement Strategy, Regeneration Strategy and Asset Management Plan.
- 10.3 These improvement programmes will contribute to the achievement of Council Priorities:
  - Improving the environmental performance of council housing stock;
  - Providing decent homes and improving well-being; and
  - Delivering cost effective services.

**11. Reasons for Decision**

- 11.1 A decision is required to enable the approval of the contract for external improvements works to 230 homes in Ferry Lane (Armada Close and Kessock Close) to proceed in this financial year as this will contribute towards achieving the GLA targets for the number of homes made decent and the projected spend of the GLA grant by 31 March 2014.
- 11.2 This contract was not advertised in accordance with CSO 9.01 in this instance as it was in the Council's overall interest not to do so because the 10 contractors that had successfully completed the pre qualification questionnaire for the abandoned Decent Homes Contractor Framework Agreement were considered to be the market leaders for this type of housing projects and there would no advantage going back out to the market.



**Haringey Council**

- 11.3 The proposal is to award this project to the highest scoring most economically advantageous tenderer that is available to deliver this project as set out in Appendix A (the tender evaluation) in the exempt part of the report.

## **12. Use of Appendices**

Appendix A is the exempt tender evaluation report

## **13. Local Government (Access to Information) Act 1985**

- 13.1 This report contains exempt and non exempt information. Exempt Information is contained in Appendix A of this report and is NOT FOR PUBLICATION. The exempt information is under the following category (identified in the amended Schedule 12A of the Local Government Act 1972): Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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**Haringey** Council

<b>Report for:</b>	<b>Leader of the Council on 30 July 2013</b>	<b>Item Number:</b>	
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<b>Title:</b>	<b>North Tottenham Decent Homes Programme 2013/14 Phase NT25 Contract: 132 - 458 Lordship Lane</b>
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<b>Report Authorised by:</b>	<b>Mun Thong Phung, Director of Adult &amp; Housing Services</b>
	<b>Signed: _____ Date: _____</b>

<b>Lead Officers:</b>	<p>Phil Harris, Deputy Director for Community Housing Services Tel: 0208 489 4338 E-mail: phil.harris@haringey.gov.uk</p> <p>Nick Dudman , Interim Executive Director of Property Services Tel: 0208 489 3272 E-mail: nick.dudman@homesforharingey.org</p>
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<b>Wards affected:</b> White Hart Lane	<b>Report for:</b> Key Decision
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## 1. Describe the issue under consideration

- 1.1 On 8 March 2013, the Leader of the Council approved a strategy for the procurement of the works that will be undertaken in relation to the 2013/14 Decent Homes Programme. The strategy involved a number of work packages for which contracts would be tendered.
- 1.2 This report seeks approval of the contract award, to the successful tenderer, for external improvement works in Lordship Lane for the sum of £2,502,940.06.

## 2. Cabinet Member Introduction

- 2.1 Improving the Council's stock is a high priority and it is important that work continues to increase the number of homes made decent in the borough.
- 2.2 I welcome and support this contract award as a means of enabling delivery of the Decent Homes programme and achievement of GLA targets for 2013/14.



**Haringey Council**

### **3. Recommendations**

3.1 It is **recommended** that the Leader of the Council:

- (a) Approves the waiver of Contract Standing Order 9.01 (need to advertise);
- (b) Approves the award of the contract for Decent Homes Phase NT25 (132-458 Lordship Lane) to Wates Construction Ltd for the tender sum of £2,502,940.06 (and a client side provisional sum as set out in paragraph 6.3 of the exempt part of the report); and
- (c) Approves professional fees for this contract in the sum of £182,119.

### **4. Other options considered**

- 4.1 It is recommended that the contract is awarded to the successful tenderer in accordance with the procurement regulations and the Council's procurement process and Contract Standing Orders.
- 4.2 Other procurement options were considered. However, this option is considered the most appropriate for the reasons set out in paragraph 11 below.

### **5. Background information**

- 5.1 The 2013/14 Decent Homes programme was to have been delivered by the letting of contracts under the decent homes Contractor Framework Agreement for 2013/14 to 2017/18.
- 5.2 Although the Council and Homes for Haringey commenced this procurement in 2012, the process was re-commenced in 2013/14 due to an issue of legal interpretation of the compliance with the Service Charges (Consultation Requirements) (England) Regulations 2003.
- 5.3 To enable delivery of the 2013/14 Decent Homes Programme, a revised procurement approach (involving the procurement of work packages via separately tendered contracts) was developed and agreed.
- 5.4 Although this report recommends the contract award for the Lordship Lane package of works, there are also three other works packages:
  - Decent Homes - Phase ST29 (Ferry Lane),
  - Decent Homes - Phase NT24 (Headcorn & Tenterden),
  - Decent Homes - Phase KB1 (Kitchen & Bathroom Improvements),
- 5.5 The Decent Homes Phase NT25 (132-458 Lordship Lane) works package forms part of the revised 2013/14 Decent Homes Programme approved, under delegated authority, by the Director of Adult & Housing Services (in consultation with the Cabinet Member for Housing and the Cabinet Member for Finance & Carbon Reduction) at the beginning of May 2013.



**Haringey** Council

- 5.6 Phase NT25 comprises 142 homes (even numbers, 132-458 Lordship Lane) and, of these, 87 are tenants and 55 are leaseholders.
- 5.7 The scope of the works will include roof, window and door renewals where required and essential health and safety works. This includes electrics, lateral mains, heating and any issues identified as a risk under HHSRS (Housing Health and Safety Rating System) guidelines. In addition, it is proposed to undertake associated external repairs and redecoration of homes in accordance with the property schedule.

#### Procurement process

- 5.8 The tender process used to award the contract for Lordship Lane was in line with the Council's procurement policy and guidelines on sustainability and site waste management.
- 5.9 Ten contractors were invited to submit a tender for all four projects. Three of the projects are on a single estate and would require the contractor to setup their separate site compounds and site management teams, therefore the savings of amalgamating would be minimal. The invitation to tender document stated that contractors would only be awarded one project and this was reiterated during the mid-tender review meeting with the contractors.
- 5.10 It is anticipated that the contractor will start on site on 16 September 2013 and the duration of the contract will be 28 weeks. The contract is due to be completed by 28 March 2014. This will ensure that the GLA targets are met for the number of homes to be made decent and the projected spend is achieved. It was considered prudent not to award more than one package to a contractor. This decision was based on previous experience when a single contractor was awarded multiple contracts that had to be delivered in a similar timeframe to these projects which were not delivered on time due to some performance issues.
- 5.11 As the contractors could be awarded no more than one project they were asked to identify their project preferences in descending order in their tender return.

#### Resident communication and consultation

- 5.12 Homes for Haringey sent out detailed newsletters to residents, Council Officers and Ward Members in June 2013.
- 5.13 When the contractor is appointed, a meeting will be arranged for the residents to meet the contractor and the Homes for Haringey Project Team, so that any concerns can be addressed before the works start.

#### Leaseholder implications



**Haringey** Council

- 5.14 Under the terms of their lease, leaseholders are required to contribute towards the cost of maintaining the main structure, common parts and common services of the building in a good condition. Such contributions are recovered by the Council (as freeholder) through the service charges.
- 5.15 In accordance with the Service Charges (Consultation Requirements) (England) Regulations 2003, the Notifications of Estimates (second consultation notices) have been issued to leaseholders by Homes for Haringey's Home Ownership Team.
- 5.16 The second consultation notices described the proposed works, provided leaseholders with two estimates for the cost of the proposed works and invited leaseholders to make observations on the estimates.
- 5.17 The statutory consultation period under the second notices ended on 16 July 2013. The total amount estimated to be recovered from 55 leaseholders is £1,062,622. A notice of intention and a notice of estimates were issued to the leaseholders affected by the works, and these provided a description of the proposed works and details of the anticipated cost. Officers have given regard to the observations received and a response has been sent to the leaseholders. A copy of that documentation will be provided to the Leader on 30 July 2013 for her consideration as part of the decision making process.

## **6. Comments of the Chief Financial Officer and Financial Implications**

- 6.1 If the Council awards the contract to the successful tenderer, the cost of the project (including the professional fees, but excluding the client side provisional sum referred to in paragraph 6.3 of the exempt report) will be £2,685,059.06.
- 6.2 The contract has been evaluated using the Most Economically Advantageous Tender method.
- 6.3 In order not to award more than one contract to the same tenderer, it has been decided to award the contract to the fourth Most Economically Advantageous Tender. In this instance this is also the lowest cost tender so there is no financial disadvantage. (The difference is a lower quality score.)
- 6.4 A proportion of these costs will be recoverable from leaseholders as noted in paragraph 5.17, above.
- 6.5 Financial provision exists for this project within the Decent Homes Programme for 2013/14.

## **7. Head of Legal Services and Legal Implications**



**Haringey** Council

- 7.1 The Head of Legal Services is satisfied that the leaseholder statutory consultation conducted to date has been carried out in accordance with the requirements of the relevant Regulations.
- 7.2 The value of the contract referred to in paragraph 3 is below the EU threshold for works. Therefore it has not been necessary to undertake an OJEU tendering process in accordance with the Public Contracts Regulations 2006.
- 7.3 This is a key decision and the Directorate has confirmed that it has been included on the Forward Plan.
- 7.4 The Leader of the Council has power under CSO 16.03 to approve the recommendations in the report.
- 7.5 The Head of Legal Services confirms there are no legal reasons preventing the Leader of the Council from approving the recommendations set out in the report.

## **8. Equalities and Community Cohesion Comments**

- 8.1 Homes for Haringey's Asset Management Strategy, 2010 - 17, covers all investment in the Council's housing stock, including decent homes.
- 8.2 In compliance with the Council's public sector equality duty, an Equality Impact Assessment was undertaken as part of drawing up the Strategy. The findings have been incorporated into Homes for Haringey's planning processes for delivering decent homes. This includes ensuring that all residents receive the standard of work that is consistent with the Decent Homes policy, and that consideration of specific language and other needs are identified and addressed when drawing up programmes of work.
- 8.3 The tender process used to award the contract was in line with the Council's procurement policy and guidelines, which have equalities considerations at all the key stages.

## **9. Head of Procurement Comments**

- 9.1 The procurement of interim packages is necessary to ensure that works take place this financial year whilst the OJEU for the contractors framework takes place.
- 9.2 It is noted that the interim packages were tendered as set out in paragraph 3 of the exempt information and that a Section 20 notification process is taking place for this work.



**Haringey Council**

9.3. The tender has been prepared and tendered on a quality/price basis of 40%/60%.

9.4 The selected contractor is as recommended in paragraph 3.1

**10. Policy Implications**

10.1 Homes for Haringey have in place an Asset Management Strategy and Environmental Sustainability Strategy which provides a strategic framework for the delivery of the Decent Homes Programme.

10.2 The objectives of these strategies are closely linked to the Council's Greenest Borough Strategy, the Sustainable Procurement Strategy, Regeneration Strategy and Asset Management Plan.

10.3 These improvement programmes will contribute to the achievement of Council Priorities:

- Improving the environmental performance of council housing stock;
- Providing decent homes and improving well-being; and
- Delivering cost effective services.

**11. Reasons for Decision**

11.1 A decision is required to enable the approval of the contract for external improvements works to 142 homes in Lordship Lane to proceed in this financial year as this will contribute towards achieving the GLA targets for the number of homes made decent and the projected spend of the GLA grant by 31 March 2014.

11.2 This contract was not advertised in accordance with CSO9.01 in this instance as it was in the Council's overall interest not to do so because the 10 contractors that had successfully completed the pre qualification questionnaire for the abandoned Decent Homes Contractor Framework Agreement were considered to be the market leaders for this type of housing projects and there would no advantage going back out to the market.

11.3 The proposal is to award this project to the highest scoring most economically advantageous tenderer that is available to deliver this project as set out in Appendix A (the tender evaluation) in the exempt part of the report.

**12. Use of Appendices**

Appendix A is the exempt tender evaluation report.



**Haringey** Council

**13. Local Government (Access to Information) Act 1985**

13.1 This report contains exempt and non exempt information. Exempt information is contained in Appendix A of this report and is NOT FOR PUBLICATION. The exempt information is under the following category (identified in the amended Schedule 12A of the Local Government Act 1972): Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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**Haringey Council**

<b>Report for:</b>	<b>Leader of the Council on 30 July 2013</b>	<b>Item Number:</b>	
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<b>Title:</b>	<b>North Tottenham Decent Homes Programme 2013/14 Phase NT24 (Headcorn and Tenterden)</b>
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<b>Report Authorised by:</b>	<b>Mun Thong Phung, Director of Adult &amp; Housing Services</b>
	<b>Signed: _____ Date: _____</b>

<b>Lead Officers:</b>	<p>Phil Harris, Deputy Director for Community Housing Services Tel: 0208 489 4338 E-mail: phil.harris@haringey.gov.uk</p> <p>Nick Dudman, Interim Executive Director of Property Services Tel: 0208 489 3272 E-mail: nick.dudman@homesforharingey.org</p>
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<b>Wards affected: Northumberland Park</b>	<b>Report for: Key Decision</b>
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### 1. Describe the issue under consideration

- 1.1 On 8 March 2013 the Leader of the Council approved a strategy for the procurement of the works that will be undertaken in relation to the 2013/14 Decent Homes Programme. This strategy involved a number of work packages for which contracts would be tendered.
- 1.2 This report seeks approval of the contract award, to the successful tenderer for external improvements works in Headcorn and Tenterden for the sum of £2,584,089.67

### 2. Cabinet Member Introduction

- 2.1 Improving the Council's stock is a high priority and it is important that the work to increase the number of homes made decent in the borough continues.
- 2.2 I welcome and support this contract award as a means of enabling delivery of the Decent Homes programme and achievement of GLA targets for 2013/14.

### 3. Recommendations



**Haringey Council**

3.1 It is **recommended** that the Leader of the Council

- (a) Approves the waiver of Contract Standing Order 9.01 (need to advertise);
- (b) Approves the award of the contract for Decent Homes Phase NT24 (Headcorn and Tenterden) to Mears Limited for the tender sum of £2,584,089.67 (and a client side provisional sum as set out in paragraph 6.3 of the exempt part of the report); and
- (c) Approves professional fees for this contract in the sum of £187,953.

**4. Other options considered**

4.1 It is recommended that the contract is awarded to the successful tenderer in accordance with the procurement regulations and the Council's procurement process and Contract Standing Orders.

1.1 Other procurement options were considered. However, this option is considered the most appropriate for the reasons set out in paragraph 11 below.

**5. Background information**

5.1 The 2013/14 Decent Homes programme was to have been delivered by the letting of contracts under the decent homes Contractor Framework Agreement for 2013/14 to 2017/18.

5.2 Although the Council and Homes for Haringey commenced this procurement in 2012, the process was re-commenced in 2013/14 due to an issue of legal interpretation of compliance with the Service Charges (Consultation Requirements) (England) Regulations 2003.

5.3 To enable delivery of the 2013/14 Decent Home Programme a revised procurement approach (involving the procurement of work packages via separately tendered contracts) was developed and agreed.

5.4 This report recommends the contract award for the Headcorn and Tenterden package of works, there are also three other works packages:

- Decent Homes - Phase NT25 (132-458 Lordship Lane),
- Decent Homes - Phase ST29 (Ferry Lane),
- Decent Homes – Phase KB1 (Kitchen & Bathroom Improvements),

5.5 The Decent Homes Phase NT24 (Headcorn & Tenterden) work package forms part of the revised 2013/14 Decent Homes Programme approved, under delegated authority, by the Director of Adult & Housing Services (in consultation with the Cabinet Member for Housing and the Cabinet Member for Finance & Carbon Reduction) at the beginning of May 2013.



**Haringey Council**

- 5.6 Phase NT24 comprises 161 homes (Beaufoy Road, Grettan Road, Headcorn Road, Penshurst Road, Tenterden Road) and, of these, 128 are tenants and 33 are leaseholders.
- 5.7 The scope of the works will include roof, external cladding, window and door renewals where required and essential health and safety works. This includes electrics, lateral mains, door entry system, heating and any issues identified as a risk under HHSRS (Housing Health and Safety Rating System) guidelines. In addition, it is proposed to undertake associated external repairs and redecoration of homes in accordance with the property schedule

Procurement process

- 5.8 The tender process used to award the contract was compliant with Contract Standing Orders and in line with the Council's procurement policy and guidelines on sustainability and site waste management.
- 5.9 Ten contractors were invited to submit a tender for all four projects. Three of the projects are on a single estate and would require the contractor to setup their separate site compounds and site management teams, therefore the savings of amalgamating would be minimal. The invitation to tender document stated that contractors would only be awarded one project and this was reiterated during the mid-tender review meeting with the contractors.
- 5.10 It is anticipated that the contractor will start on site on 16 September 2013 and the duration of the contract will be 28 weeks. The contract is due to be completed by 28 March 2014. This will ensure that the GLA targets are met for the number of homes to be made decent and the projected spend is achieved. It was considered prudent not to award more than one package to a contractor. This decision was based on previous experience when a single contractor was awarded multiple contracts that had to be delivered in a similar timeframe to these projects which were not delivered on time due to some performance issues.
- 5.11 As the contractors could be awarded no more than one project, they were asked to identify their project preferences in descending order in their tender return.

Resident communication and consultation

- 5.12 Homes for Haringey sent out detailed newsletters to residents, Council Officers and Ward Members in June 2013.
- 5.13 When the contractor is appointed a meeting will be arranged for the residents to meet the contractor and Homes for Haringey Project Team, so that any concerns can be addressed before works starts.



**Haringey Council**  
Leaseholder Implications

- 5.14 Under the terms of their lease, leaseholders are required to contribute towards the cost of maintaining the main structure, the common parts and common services of the building in a good condition. Such contributions are recovered by the Council (as freeholder) through the service charges.
- 5.15 In accordance with the Service Charges (Consultation Requirements) (England) Regulations 2003, the Notifications of Estimates (second consultation notices) have been issued to leaseholders by Homes for Haringey's Home Ownership Team.
- 5.16 The second consultation notices described the proposed works, provided leaseholders with two estimates for the cost of the proposed works and invited leaseholders to make observations on the estimates.
- 5.17 The statutory consultation period under the second notices ended on 14 July 2013. The total amount estimated to be recovered from 33 leaseholders is £409,226. A notice of intention and a notice of estimates were issued to the leaseholders affected by the works, and these provided a description of the proposed works and details of the anticipated cost. Officers have given regard to the observations received and a response has been sent to the leaseholders. A copy of that documentation will be provided to the Leader on 30 July 2013 for her consideration as part of the decision making process.

**6 Comments of the Chief Financial Officer and Financial Implications**

- 6.1 If the Council awards the contract to the successful tenderer, the total cost of the project (including the professional fees, but excluding the client side provisional sum referred to in paragraph 6.3 of the exempt part of the report) will be £2,772,042.67.
- 6.2 The contract has been evaluated using the Most Economically Advantageous Tender Method.
- 6.3 In order not to award more than one contract to the same tenderer, it has been decided to award the contract to the third Most Economically Advantageous Tender. There is a quality score difference and a difference in price of £23,875.67. However it was felt that this is outweighed by the importance of ensuring deliverability.
- 6.4 A proportion of these costs will be recoverable from leaseholders as noted in paragraph 5.17, above.
- 6.5 Financial provision exists for this project within the Decent Homes Programme for 2013/14.

**7. Head of Legal Services and Legal Implications**



**Haringey Council**

- 7.1. The Head of Legal Services is satisfied that the leaseholder statutory consultation conducted to date has been carried out in accordance with the requirements of the relevant Regulations
- 7.2 The value of the contract referred to in paragraph 3 is below the EU threshold for works. Therefore it has not been necessary to undertake an OJEU tendering process in accordance with the Public Contracts Regulations 2006.
- 7.3 This is a key decision and the Directorate has confirmed that it has been included on the Forward Plan.
- 7.4 The Leader has power under CSO 16.03 to approve the recommendations in this report.
- 7.5 The Head of Legal Services confirms there are no legal reasons preventing the Leader of the Council from approving the recommendations set out in the report.

**8. Equalities and Community Cohesion Comments**

- 8.1 Homes for Haringey's Asset Management Strategy, 2010/2017, covers all investment in the Councils housing stock, including decent homes.
- 8.2 In compliance with the Council's public sector equality duty, an Equality Impact Assessment was undertaken as part of drawing up the Strategy. The findings have been incorporated into Homes for Haringey's planning processes for delivering decent homes. This includes ensuring that all residents receive the same standard of work, and consideration of specific language and other needs are identified and addressed when drawing up programmes of work.
- 8.3 The tender process used to award the contract was in line with the Council's procurement policy and guidelines, which have equalities considerations at all the key stages.

**9. Head of Procurement Comments**

- 9.1 The procurement of interim packages is necessary to ensure that works take place this financial year whilst the OJEU for the contractors framework takes place.
- 9.2 It is noted that the interim packages were tendered as set out in paragraph 3 of the exempt information and that a Section 20 notification process is taking place for this work.
- 9.3. The tender has been prepared and tendered on a quality/price basis of 40%/60%.



**Haringey Council**

9.4 The selected contractor is as recommended in paragraph 3.

**10. Policy Implications**

10.1 Homes for Haringey have in place an Asset Management Strategy and Environmental Sustainability Strategy which provides a strategic framework for the delivery of the Decent Homes Programme.

10.2 The objectives of these strategies are closely linked to the Council's Greenest Borough Strategy, the Sustainable Procurement Strategy, Regeneration Strategy and Asset Management Plan.

10.3 This improvement programmes will contribute to the achievement of Council Priorities:

- Improving the environmental performance of council housing stock
- Providing decent homes and improving well-being
- Delivering cost effective services

**11. Reasons for Decision**

11.1 A decision is required to enable the approval of the contract for external improvements works to 161 homes (in Beaufoy Road, Grettan Road, Headcorn Road, Penshurst Road and Tenterden Road) to proceed in this financial year as this will contribute towards achieving the GLA targets for the number of homes made decent and the projected spend of the GLA grant by 31 March 2014.

11.2 This contract was not advertised in accordance with CSO9.01 in this instance as it was in the Council's overall interest not to do so because the 10 contractors that had successfully completed the pre qualification questionnaire for the abandoned Decent Homes Contractor Framework Agreement were considered to be the market leaders for this type of housing projects and there would no advantage going back out to the market.

11.3 The proposal is to award this project to the highest scoring most economically advantageous tenderer that is available to deliver this project as set out in Appendix A (the tender evaluation) in the exempt part of the report.

**12. Use of Appendices**

Appendix A is the exempt tender evaluation report.

**13. Local Government (Access to Information) Act 1985**

13.1 This report contains exempt and non exempt information. Exempt information is contained in Appendix A of this report and is NOT FOR PUBLICATION.



**Haringey** Council

The exempt information is under the following category (identified in the amended Schedule 12A of the Local Government Act 1972): Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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**Haringey Council**

<b>Report for:</b>	<b>Leader of the Council on 30 July 2013</b>	<b>Item Number:</b>	
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<b>Title:</b>	<b>Decent Homes Programme 2013/14 Phase KB1 Contract: Kitchen and Bathroom Improvements</b>
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<b>Report Authorised by:</b>	<b>Mun Thong Phung, Director of Adult &amp; Housing Services</b>
	<b>Signed: _____ Date: _____</b>

<b>Lead Officers:</b>	<p>Phil Harris, Deputy Director for Community Housing Services Tel: 0208 489 4338 E-mail: phil.harris@haringey.gov.uk</p> <p>Nick Dudman , Interim Executive Director of Property Services Tel: 0208 489 3272 E-mail: nick.dudman@homesforharingey.org</p>
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<b>Wards affected:</b> All	<b>Report for:</b> Key Decision
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## 1. Describe the issue under consideration

- 1.1 On 8 March 2013, the Leader of the Council approved a strategy for the procurement of the works that will be undertaken in relation to the 2013/14 Decent Homes Programme. The strategy involved a number of work packages for which contracts would be tendered.
- 1.2 This report seeks approval of the contract award, to the successful tenderer, for kitchen and bathroom replacement works for the sum of £2,941,623.85

## 2. Cabinet Member Introduction

- 2.1 Improving the Council's stock is a high priority and it is important that work continues to increase the number of homes made decent in the borough.
- 2.2 I welcome and support this contract award as a means of enabling delivery of the Decent Homes programme and achievement of GLA targets for 2013/14.



**Haringey Council**

### **3. Recommendations**

3.1 It is **recommended** that the Leader of the Council:

- (a) Approves the waiver of Contract Standing Order 9.01 (need to advertise);
- (b) Approves the award of the contract for Decent Homes Phase KB1 (Kitchen and Bathroom Improvements) to Mullaley & Company Ltd for the tender sum of £2,941,623.85 (and a client side provisional sum as set out in paragraph 6.3 of the exempt part of the report); and
- (c) Approves professional fees for this contract in the sum of £214,019.

### **4. Other options considered**

4.1. It is recommended that the contract is awarded to the successful tenderer in accordance with the procurement regulations and the Council's procurement process and Contract Standing Orders.

Other procurement options were considered. However, this option is considered the most appropriate for the reasons set out in paragraph 11 below.

### **5. Background information**

5.1. The 2013/14 Decent Homes programme was to have been delivered by the letting of contracts under the decent homes Contractor Framework Agreement for 2013/14 to 2017/18.

5.2 Although the Council and Homes for Haringey commenced this procurement in 2012, the process was re-commenced in 2013/14 due to an issue of legal interpretation of compliance with the Service Charges (Consultation Requirements) (England) Regulations 2003.

5.3 To enable delivery of the 2013/14 Decent Home Programme, a revised procurement approach (involving the procurement of work packages via separately tendered contracts) was developed and agreed.

5.4 Although this report recommends the contract award for the Kitchen & Bathroom Improvements package of works, there are also three other works packages:

- Decent Homes - Phase NT25 (132-458 Lordship Lane),
- Decent Homes - Phase NT24 (Headcorn and Tenterden),
- Decent Homes - Phase ST29 (Ferry Lane)

5.5 The Decent Homes Phase KB1 (Kitchen and Bathroom Improvements) work package forms part of the revised 2013/14 Decent Homes Programme approved, under delegated authority, by the Director of Adult & Housing Services (in consultation with the Cabinet Member for Housing and the Cabinet Member for Finance & Carbon Reduction) at the beginning of May 2013.



**Haringey Council**

- 5.6 The Kitchen and Bathroom Improvements contract comprises 516 homes (107 in Hornsey, 84 in North Tottenham, 223 in South Tottenham and 102 in Wood Green), all of which are tenanted.
- 5.7 The scope of improvement works within this project includes kitchens and bathrooms and associated works.

#### Procurement process

- 5.8 The tender process used to award the contract was compliant to Contract Standing Orders and in line with the Council's procurement policy and guidelines on sustainability and site waste management.
- 5.9 Ten contractors were invited to submit a tender for all four projects. Three of the projects are on a single estate and would require the contractor to setup their separate site compounds and site management teams, therefore the savings of amalgamating would be minimal. The invitation to tender document stated that contractors would only be awarded one project and this was reiterated during the mid-tender review meeting with the contractors.
- 5.10 It is anticipated that the contractor will start on site on 16 September 2013 and the duration of the contract will be 28 weeks. The contract is due to be completed by 28 March 2014. This will ensure that the GLA targets are met for the number of homes to be made decent and the projected spend is achieved. It was considered prudent not to award more than one package to a contractor. This decision was based on previous experience when a single contractor was awarded multiple contracts that had to be delivered in a similar timeframe to these projects which were not delivered on time due to some performance issues.
- 5.11 As the contractors could be awarded no more than one project they were asked to identify their project preferences in descending order in their tender return.

#### Resident communication and consultation

- 5.12 Homes for Haringey sent out detailed newsletters to residents, Council Officers and Ward Members.
- 5.13 When the contractor is appointed, a meeting will be arranged for the residents to meet the contractor and the Homes for Haringey Project Team, so that any concerns can be addressed before works start.

#### Leaseholder Implications

- 5.14 There are no leasehold properties in this project.



**Haringey Council**

## **6. Comments of the Chief Financial Officer and Financial Implications**

- 6.1 If the Council awards the contract to the successful tenderer, the total cost of the project (including the professional fees, but excluding the client side provisional sum referred to in paragraph 6.3 of the exempt part of the report) will be £3,155,642.85.
- 6.2 The contract has been evaluated using the Most Economically Advantageous Tender Method.
- 6.3 Financial provision exists for this project within the Decent Homes Programme for 2013/14.

## **7. Head of Legal Services and Legal Implications**

- 7.1 The value of the contract referred to in paragraph 3 is below the EU threshold for works. Therefore it has not been necessary to undertake an OJEU tendering process in accordance with the Public Contracts Regulations 2006.
- 7.2 This is a key decision and the Directorate has confirmed that it has been included on the Forward Plan.
- 7.3 The Leader has power under CSO 16.03 to approve the recommendations in this report.
- 7.4 The Head of Legal Services confirms there are no legal reasons preventing the Leader of the Council from approving the recommendations set out in the report.

## **8.0 Equalities and Community Cohesion Comments**

- 8.1 Homes for Haringey's Asset Management Strategy, 2010/2017, covers all investment in the Council's housing stock, including decent homes.
- 8.2 In compliance with the Council's public sector equality duty, an Equality Impact Assessment was undertaken as part of drawing up the Strategy. The findings have been incorporated into Homes for Haringey's planning processes for delivering decent homes. This includes ensuring that all residents receive the standard of work that is consistent with the Decent Homes policy, and that consideration of specific language and other needs are identified and addressed when drawing up programmes of work.
- 8.3 The tender process used to award the contract was in line with the Council's procurement policy and guidelines, which have equalities considerations at all the key stages.



**Haringey Council**

## **9. Head of Procurement Comments**

- 9.1 The procurement of interim packages is necessary to ensure that works take place this financial year whilst the OJEU for the contractors framework takes place.
- 9.2 The tender has been prepared and tendered on a quality/price basis of 40%/60% and evaluated as the most economically advantageous tender for this award.
- 9.3 The selected contractor is as recommended in paragraph 3.

## **10. Policy Implications**

- 10.1 Homes for Haringey have in place an Asset Management Strategy and Environmental Sustainability Strategy which provides a strategic framework for the delivery of the Decent Homes Programme.
- 10.2 The objectives of these strategies are closely linked to the Council's Greenest Borough Strategy, the Sustainable Procurement Strategy, Regeneration Strategy and Asset Management Plan.
- 10.3 This improvement programmes will contribute to the achievement of Council Priorities:
- Improving the environmental performance of council housing stock
  - Providing decent homes and improving well-being
  - Delivering cost effective services

## **11. Reasons for Decision**

- 11.1 A decision is required to enable the approval of the contract for Kitchen and Bathroom improvement works to 516 tenanted homes to proceed in this financial year as this will contribute towards achieving the GLA targets for the number of homes made decent and the projected spend of the GLA grant by 31 March 2014.
- 11.2 This contract was not advertised in accordance with CSO 9.01 in this instance as it was in the Council's overall interest not to do so because the 10 contractors that had successfully completed the pre qualification questionnaire for the abandoned Decent Homes Contractor Framework Agreement were considered to be the market leaders for this type of housing projects and there would no advantage going back out to the market.
- 11.3 The proposal is to award this project to the highest scoring most economically advantageous tenderer that is available to deliver this project as set out in Appendix A (the tender evaluation) in the exempt part of the report.

## **12. Use of Appendices**



**Haringey** Council

Appendix A is the exempt tender evaluation report

**13. Local Government (Access to Information) Act 1985**

- 12.1 This report contains exempt and non exempt information. Exempt Information is contained in Appendix A of this report and is NOT FOR PUBLICATION. The exempt information is under the following category (identified in the amended Schedule 12A of the Local Government Act 1972): Information relating to the financial or business affairs of any particular person (including the authority holding that information).



**Haringey Council**

<b>Report for:</b>	<b>Leader of the Council on 30 July 2013</b>	<b>Item number</b>	
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<b>Title:</b>	<b>Lift Modernisation Programme 2013/14</b>
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<b>Report authorised by :</b>	<b>Mun Thong Phung, Director of Adult &amp; Housing Services</b>
	<b>Signed: _____ Date: _____</b>

<b>Lead Officers:</b>	<p>Phil Harris, Deputy Director Community Housing Services Tel: 0208 489 4338 E-mail phil.harris@haringey.gov.uk</p> <p>Nick Dudman Interim Executive Director of Property Services Tel: 0208 489 3272 E-mail nick.dudman@homesforharingey.org</p>
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<b>Wards affected:</b> Hornsey, St Ann's, Tottenham Hale, Bounds Green, Northumberland Park, Bruce Grove, Stroud Green, Tottenham Green	<b>Report for: Key Decision</b>
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## 1. Describe the issue under consideration

- 1.1 This report seeks approval of the annual lift replacement works (which will take place in 8 Wards) for the sum of £1,795,932. The replacement of the lifts is part of Homes for Haringey's long term programme of planned works to ensure that they comply with current accessibility standards.

## 2. Cabinet Member Introduction

- 2.1 Improving the Council's housing stock is a high priority and it is important that the lift modernisation programme replaces the ageing lifts.



**Haringey Council**

2.2 I welcome and support these improvement works which will be of immense benefit to the residents affected.

### **3. Recommendations**

3.1 It is **recommended** that the Leader of the Council:

(a) Approves the award of the contract for lift replacement works to Otis Ltd (in the wards of Hornsey, St Ann's, Tottenham Hale, Bounds Green, Northumberland Park, Bruce Grove, Stroud Green and Tottenham Green) for the tender sum of £1,795,932 in accordance with Contract Standing Order (CSO) 9.07.1;

(b) Approves professional fees for this contract in the sum of £179,593; and

(c) Approves the issue of a Letter of Intent to enable pre-construction processes to take place.

### **4. Alternative options considered**

4.1 The alternative option to full replacement is to refurbish the lifts. However, this option has been rejected on the grounds that it could lead to increasing maintenance costs, increased risk of breakdowns, and health and safety concerns in relation to the lifts being out of service for long periods.

### **5. Background information**

5.1 To ensure that its assets are in good working order, the Council has an annual capital programme of lift renewals. In recent years, investment has been increased in order to reduce the backlog of lifts awaiting replacement and to keep pace with the life cycle replacement programme.

5.2 The life expectancy of lifts in social rented housing blocks is 15– 25 years, depending on their usage and location. The lifts that are due to be replaced as part of the 2013/14 Lift Modernisation Programme have exceeded their expected life and it is now becoming increasingly difficult to obtain replacement parts. The modernisation works will improve the reliability and efficiency of the lifts and reduce the risk of breakdowns.

5.3 The scope of works will include the replacement of the lift cars, doors and steel architraves to each landing. In addition, the lift motor room equipment will be replaced along with the associated wiring, and each lift shaft will be painted, rewired and installed with new lighting.



**Haringey Council**

### Procurement Process

- 5.4 Competitive tenders were invited from 9 contractors – randomly selected from the Construction Procurement Group's 'Constructionline', a government managed UK register of pre-qualified construction services – to tender for the work on the basis of a fixed price contract for a period of 46 weeks. Four of these 9 contractors submitted a tender and selection of the successful tenderer was carried out in line with the Council's procurement policy and guidelines.
- 5.5 A contingency provisional sum of £103,990 has been included for unforeseen circumstances that may occur within the delivery of the project.
- 5.6 It is anticipated that the contractors will start on site 31 August 2013 and that the duration of the contract will be 46 weeks, that is, 20 weeks off site fabrication and 26 weeks on site installation. The contract is due to be completed by 25 July 2014.

### Properties within the Project

- 5.7 There are 605 dwellings in this project that will benefit from the works described in this report and they are listed below:

<b>Block</b>	<b>Property numbers</b>	<b>No of floor levels</b>	<b>No of units</b>	<b>No of Lifts</b>
Reed Road	115-189	3	38	2
Watt Tyler House	1-75	7	75	2
Chettle Court	1-147	3&4	147	3
Edgecot Grove	5-168	3	163	4
Campbell Court	10-63	5	52	2
Markfield House	2-46	6	23	2
Brookside House	1-31	3	31	2
Haynes Close	1-49	5	24	1
Joyce Butler House	1-26	7	26	1
Basil Spence House	1-26	7	26	1
<b>Total number of units</b>			<b>605</b>	<b>20</b>



**Haringey Council**

Resident communication and consultation

- 5.8 Homes for Haringey sent out detailed newsletters to residents, Council Officers and Ward Members in June 2013.
- 5.9 When the contractor is appointed, a further newsletter with a feedback sheet will be sent out with the full contact details of the company, their operatives and Homes for Haringey's Project Team.

Leaseholder Implications

- 5.10 In accordance with the Service Charges (Consultation Requirements) (England) Regulations 2003, the Notifications of Estimates (second consultation notices) have been issued to leaseholders by Homes for Haringey's Home Ownership Team.
- 5.11 The second consultation notices described the proposed works, provided leaseholders with two estimates for the cost of the proposed works and invited leaseholders to make observations on the estimates.
- 5.12 The statutory consultation period under the second notices ended on 13 July 2013. The total amount estimated to be recovered from 131 leaseholders is £426,258.38. A notice of intention and a notice of estimates were issued to the leaseholders affected by the works, and these provided a description of the proposed works and details of the anticipated cost. Officers have given regard to the observations received and a response has been sent to the leaseholders. A copy of that documentation will be provided to the Leader on 30 July 2013 for her consideration as part of the decision making process.

**6. Comments of the Chief Financial Officer and Financial Implications**

- 6.1 If the Council awards the contract to the successful tenderer, the cost of the project will be £1,795,932 plus fees in the sum of £179,593 giving a total of £1,975,525.
- 6.2 A proportion of these costs will be recoverable from leaseholders as noted in paragraph 5.12.
- 6.3 Financial provision exists for this project within the Decent Homes Programme for 2013/14 and 2014/15.

**7. Head of Legal Services and Legal Implications**

- 7.1 The value of the contract referred to in paragraph 3 is below the EU threshold for works, Therefore it has not been necessary to undertake an OJEU tendering process in accordance with the Public Contracts Regulations 2006.



**Haringey Council**

- 7.2 Contractors were selected by the Council's Construction Procurement Group from Construction line and invited to tender. On 16 September 2010, the Procurement Committee approved the use of 'Constructionline' (pre-qualified list for specialist works).
- 7.3 Because of the value of the contract, the award needs to be made by Cabinet in accordance with CSO 9.07.1 (d).
- 7.4 The award is a Key Decision and as such needs to be included in the Council's Forward Plan. The Directorate has confirmed that this has taken place.
- 7.5 The Head of Legal Services is satisfied that the leaseholder statutory consultation conducted to date has been carried out in accordance with the requirements of the relevant Regulations.
- 7.6 The Leader has the power under CSO 16.03 to approve the recommendations in this report.
- 7.7 The Head of Legal Services confirms that there are no legal reasons preventing the Leader from approving the recommendations contained in this report.

## **8. Equalities and Community Cohesion Comments**

- 8.1 Homes for Haringey's Asset Management Strategy, 2010-17, covers all investment in the Council's housing stock, including lifts improvement.
- 8.2 In compliance with the Council's public sector equality duty, an Equality Impact Assessment was undertaken as part of drawing up the Strategy.
- 8.3 The findings have been incorporated into Homes for Haringey's planning processes for delivering improvement programmes. This includes ensuring that all residents receive the standard of work that is consistent with the lifts improvement policy, and that consideration of specific language and other needs are identified and addressed when drawing up the programmes of work.
- 8.4 The proposed works will benefit all residents living in these dwellings and visitors to the blocks. It will allow easy access to the upper floors of the block, particularly for parents with young children, wheelchair users and residents who are elderly or have poor mobility. The tender process used to award the contract was in line with the Council's procurement policy and guidelines, which have equalities considerations at all the key stages.



**Haringey Council**

## **9. Head of Procurement Comments**

- 9.1 The contractors have been selected from Constructionline (a government managed UK register of pre qualified construction services database).
- 9.2 The tender has been prepared and tendered on a quality 60%, price 40% basis for this award.
- 9.3 The Head of Procurement recommends the award as stated above as value for money.

## **10. Policy Implications**

- 10.1 Homes for Haringey have in place an Asset Management Strategy and Environmental Sustainability Strategy which provides a strategic framework for the delivery of the lift improvement programme.
- 10.2 The objectives of these strategies are closely linked to the Council's Greenest Borough Strategy, the Sustainable Procurement Strategy, Regeneration Strategy and Asset Management Plan.
- 10.3 These improvement programmes will contribute to the achievement of Council Priorities:
  - Improving the environmental performance of council housing stock;
  - Providing a cleaner and greener environment for residents;
  - Providing decent homes and improving well-being; and
  - Delivering cost effective services.

## **11. Reasons for Decision**

- 11.1 A decision is required to enable the approval of the contract for the replacement of 20 lifts, serving 605 homes in the wards of Hornsey, St Ann's, Tottenham Hale, Bounds Green, Northumberland Park, Bruce Grove, Stroud Green and Tottenham Green.
- 11.2 The lifts that are due to be replaced as part of the 2013/14 Lift Modernisation Programme have exceeded their expected life and it is now becoming increasingly difficult to obtain replacement parts. The modernisation works will improve the reliability and efficiency of the lifts.
- 11.3 The proposal is to award this project to the highest scoring most economically advantageous tenderer that is available to deliver this project as set out in Appendix A (the tender evaluation) in the exempt part of the report.



**Haringey** Council

## **12. Use of Appendices**

Appendix A is the exempt tender evaluation report

## **13. Local Government (Access to Information) Act 1985**

13.1 This report contains exempt and non exempt information. Exempt Information is contained in Appendix A of this report and is NOT FOR PUBLICATION. The exempt information is under the following category (identified in the amended Schedule 12A of the Local Government Act 1972): Information relating to the financial or business affairs of any particular person (including the authority holding that information).

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**Haringey** Council

<b>Report for:</b>	<b>Leader of the Council on 30 July 2013</b>	Item number:	
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<b>Title:</b>	<b>Housing Capital and Decent Homes Programme 2014-16</b>
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<b>Report of:</b>	<b>Mun Thong Phung, Director of Adult &amp; Housing Services</b>
	<b>Signed: _____ Date: _____</b>

<b>Lead Officers:</b>	Phil Harris, Deputy Director for Community Housing Services Tel: 0208 489 4338
	Mustafa Ibrahim, Head of Commissioned Services Tel: 0208 489 5369

<b>Ward(s) affected: All</b>	<b>Report for: Key Decision</b>
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**1. Describe the issue under consideration**

- 1.1 Haringey's 2014/15 (Year 7) Decent Homes programme will be the final year for which central government funding will be available.
- 1.2 As the 2014/15 programme will be the largest since 2008/09, it is essential that preparatory work starts as soon as possible. Consideration also needs to be given to how the Council will make all of its homes decent in the future.
- 1.3 This report proposes that the Decent Homes programme is extended by one year – to enable the Council to achieve full decency in 2015/16 (Year 8) – and provides details of the schemes that are recommended for inclusion in the 2014/15 and 2015/16 Decent Homes programme.

## **2. Cabinet Member Introduction**

- 2.1 Improving the Council's housing stock is a high priority and I am delighted by the excellent progress that Homes for Haringey and the Council have made in making the most of the resources available to bring as many residents' homes as possible up to the decent homes standard.
- 2.2 Haringey's 2014/15 programme will be its largest Decent Homes programme since 2008/09 and, as a result of the substantial investment planned for 2014/15 and 2015/16, almost 3,000 more homes will be made decent.
- 2.3 With programmes as large and as complex as the Decent Homes programme, it is sometimes necessary to vary the programme to address technical issues identified when homes are surveyed, respond to changes in the amount of funding available, maximise the amount of grant funding received and ensure that the improvements are carried out in an efficient and cost effective way.
- 2.4 Any schemes that were originally programmed for 2013/14 but have needed to be re-programmed to 2014/15 will be given priority and included at the front of the 2014/15 Decent Homes Programme.
- 2.5 Some of the Council's non-decent housing stock has not been included in the Decent Homes programme for 2014/15 and 2015/16 because it requires a very high level of investment and/or it needs to be considered within the context of more comprehensive regeneration options for the area.
- 2.6 Later this year, the Council will be publishing its Housing Investment and Estate Renewal Strategy and, over the next 12 months, the Council will investigate and evaluate the investment options of all of the schemes that have been left out of the 2014/15 and 2015/16 Decent Homes programme. It is essential that we find a suitable and sustainable solution for each scheme.
- 2.7 I would like to thank everyone involved in the delivery of Haringey's Decent Homes Programme over the last six years and for their commitment to ensuring its continued success over the remainder of the programme. I am especially pleased that tenants whose kitchens and bathrooms are in need of replacement will now benefit from the resumption of the Council's 'whole house' approach.
- 2.8 Homes for Haringey should be congratulated for its success in driving down the contract prices over the last few years, and I would like to thank the tenants and leaseholders for their patience and understanding during programme changes.

## **3. Recommendations**

- 3.1 The Decent Homes programme for 2014/15 and 2015/16 will be the subject of a Leader's Signing on 30 July 2013 when the Leader will be asked to:
  - (a) Agree the objective of achieving decency for all of the Council's rented housing stock in 2015/16, by extending the Decent Homes programme to include an eighth year in accordance with the approach described in Paragraphs 5.19 – 5.33 of this report;
  - (b) Approve the 2014/15 (Year 7) Decent Homes programme as set out in Appendix A of this report;

- (c) Approve the 2015/16 (Year 8) Decent Homes programme as set out in Appendix B of this report;
- (d) Agree that the properties listed in Appendix C of this report are not included in the Decent Homes programme at this stage;
- (e) Agree that, where it is necessary to make adjustments to the approved programme (due to the availability of funding, wider stock investment priorities and/or unforeseen issues that affect delivery), the authority to make such decisions is delegated to the Director of Adult & Housing Services, in consultation with the Cabinet Members for Housing and Finance & Carbon Reduction; and
- (f) Note that the Housing Investment & Estate Renewal Strategy, the HRA 30-Year Business Plan and further proposals on stock investment are being prepared for consideration by Cabinet later in 2013/14 and will be aligned with the proposals set out in this report.

#### **4. Alternative options considered**

- 4.1 In the course of developing the proposed programme, Officers considered the merits and feasibility of a number of approaches, including:
  - (a) Applying the “elemental” approach (undertaking only external and health and safety works) for as many homes as possible;
  - (b) Applying the “whole house” approach (undertaking all works required to achieve the decency standard) and prioritising homes that have the greatest investment need;
  - (c) Applying the “whole house” approach (undertaking all works required to achieve the decency standard) and prioritising homes that are easiest to complete and offer best value for money; and
  - (d) A selective approach combining elements of (b) and (c) above.
- 4.2 For the reasons outlined in this report, option (c) is the approach recommended for the Decent Homes programme in 2014/15 and 2015/16.
- 4.3 Option (a) was rejected on the grounds that, as this approach will not bring enough homes up to decency, Haringey will lose some or all of its Decent Homes funding for 2014/15 because it will fail to meet the 2014/15 decency target of 1,915 homes set by the Greater London Authority (GLA).
- 4.4 Option (b) was rejected on the grounds that a “whole house” approach that is targeted at those homes in the worst repair will not bring enough homes up to decency (so will result in the loss of GLA funding) because too few homes will be made decent within the available budget.
- 4.5 Option (d) was rejected on the grounds that, although it would bring enough homes up to decency, it would result in some internal works that have been outstanding from previous years being carried out instead of external works.

## 5. Background information

### Decent Homes Standard

5.1 Central government defines a 'decent home' as one that meets (and is maintained in a condition that continues to meet) the following criteria:

- It is in a reasonable state of repair;
- It has acceptable and modern facilities and services;
- It provides an acceptable level of thermal comfort; and
- It is free from Category 1 ('serious') hazards as defined by the Housing Health & Safety Rating System (HHSRS)

### Haringey Decent Homes Standard

5.2 Works carried out to date have been to the Haringey Decent Homes Standard, which considers the condition of all elements included in the mandatory criteria (described in Paragraph 5.1 above), rather than just the minimum requirements to meet the government's standard.

5.3 This has meant, for example, that the Council would replace both the kitchen and the bathroom in circumstances where providing only one or the other would technically comply with the government defined Decent Homes criteria.

5.4 The Haringey Decent Homes Standard is based on an industry standard, regarded as good landlord practice, that seeks to prevent homes falling into non-decency and ensures good asset management of the stock.

### Government funding for Decent Homes

5.5 For the first 3 years of Haringey's Decent Homes programme, the Council adopted a "whole house" approach that involved all of the works required to achieve decency being carried out by contractors with one visit.

5.6 After the grant funding for the programme was cut in 2010, the Council switched (with the agreement of residents) from a "whole house" approach to an "elemental" approach (which addressed external disrepair and health and safety issues only) from 2011/12. This meant that, despite the reduction in funding, a larger proportion of residents would benefit from improvement works and the fabric of the Council's stock would be protected.

5.7 Haringey's 2014/15 (Year 7) Decent Homes programme will be the final year for which government funding will be available.

5.8 Government funding for Decent Homes is now administered by the Greater London Authority (GLA) which has specified targets for the number of homes to be made decent with the funding it has allocated. The funding available from the GLA in 2014/15 is £25.48m and, in order to receive this funding, Haringey must make 1,915 homes decent by the end of March 2015.

Decency, non-decency and the “elemental” approach

- 5.9 The distinction between decent and non-decent homes is potentially misleading, since many of the homes that have been classified as non-decent have already benefited from improvement works under Haringey’s “elemental” approach which addressed external disrepair and health and safety issues.
- 5.10 In order to make these homes decent and achieve the GLA decency target, it is necessary to undertake internal works (kitchens and bathrooms) and this has re-commenced in 2013/14 and will need to continue into 2014/15. Internal works are, of course, only carried out where needed.
- 5.11 It is also important to note that during the course of the Decent Homes programme, more than 5,000 homes that were deemed decent at the start of the programme have become non-decent.
- 5.12 A profile of the works carried out to date has been included as Appendix D.

Decent Homes investment 2014/15 and beyond

- 5.13 Excluding those properties that have become non-decent since the start of the programme in 2008, Haringey’s programme will have reduced the level of non-decency from 41.8% of the stock to 26.2% of the stock by March 2014.
- 5.14 On completion of the 2013/14 Decent Homes programme, an estimated **3,952** rented homes will be non-decent. These are homes that were identified as being non-decent at the inception of the programme; some will have had works falling short of achieving decency, others have not had any work done.
- 5.15 The estimated cost of bringing these homes up to the Haringey Decent Homes standard is **£91.15m**.
- 5.16 Including the GLA funding of £25.48m, a total of £37.98m is available for the 2014/15 programme. Beyond 2014/15, a way must be found to deliver the required works to as many homes as possible (without grant funding) and to maintain the stock through a programme of ongoing planned works.
- 5.17 When the GLA funding has ended, the requirement to achieve “decency”, the standard and priority of the works to be undertaken, and the balance of external and internal works will be determined by the Council, rather than by the GLA and/or government, in the light of the HRA funds available.
- 5.18 The Council’s Medium Term Financial Strategy, approved by Cabinet in February 2013, includes provision for Decent Homes works of £30.938m in the 2015/16 HRA Capital Programme. Leaseholder receipts of £2m are also available for reinvestment in 2015/16.

Proposed approach for 2014/15 and 2015/16

- 5.19 The proposed approach is based on ensuring that every tenanted home that was deemed to be non-decent at the start of the programme in 2008 is made decent by the end of March 2016.

- 5.20 Although it is not possible to achieve this objective with only the works planned for 2014/15, Homes for Haringey has developed a programme that achieves the GLA decency target in 2014/15 (within the overall funding available) and provides a viable programme that achieves decency on as much of the borough's tenanted stock as possible.
- 5.21 The proposed programme is a "whole house" approach, with comprehensive internal and external works being carried out to as many homes as possible.
- 5.22 Although this will ensure that the highest number of homes are made decent during the programme, it is only viable as a two year programme. This factor, together with the significant advantages of planning delivery over a 2 year period, has informed the proposed programme. The rationale for this approach is set out in Paragraph 5.27 below.
- 5.23 A further consideration in developing a viable Decent Homes programme is the treatment of those homes where technical, financial, location or regeneration considerations necessitate a different approach. These homes (which have not been included in the proposed programme) are as follows:
- Demountables
  - 'Orlit' dwellings
  - Noel Park
  - Imperial Wharf
  - Turner Avenue
  - Tangmere
  - Larkspur Close
- 5.24 The issues relating to these homes are described in Appendix C, and the total cost of the works that they require is estimated at more than £23m. However, the actual cost is likely to be even higher because the estimate does not take into account the full lifecycle costs involved in maintaining decency.
- 5.25 If the properties listed in Paragraph 5.23 are not included, sufficient funding is available for a two year programme in 2014/15 and 2015/16 as follows:
- |  |          |
|--|----------|
| Cost of achieving decency on all tenanted stock: | £91.150m |
| Cost of schemes to be excluded:                  | £23.572m |
| Remaining funding requirement:                   | £68.496m |
| Available funding in 2014/15 and 2015/16         | £70.918m |
- 5.26 In order to achieve decency on the entire rented stock that was deemed non-decent at the start of the programme – except for those homes that have been listed in Paragraph 5.23 above – it is proposed that the Decent Homes programme is extended, by one year, to 2015/16 (Year 8) and that the "whole house" approach that re-commenced in 2013/14 continues until March 2016.
- 5.27 The reasons for adopting this approach are as follows:
- (a) The "whole house" approach is necessary to meet the GLA's decency target and secure the funding for 2014/15;

- (b) Over the two years, a projected **2,916** tenanted homes can be made decent within the available funding (assuming the 2014/15 decency target is met);
- (c) It is more efficient, cost effective and less disruptive for residents if works are completed with one contractor visit rather than two.
- (d) The planning and delivery of the programme will be simplified and less risky. The 2014/15 programme is more than three times the size of the 2013/14 programme, and will be delivered with new contractors, who may be unfamiliar with Haringey's requirements and may require an extensive mobilisation period. The inherent risks would be mitigated if the programme is managed over two years.
- (e) The establishment of a two year programme will help with the planning and delivery of the works by Homes for Haringey's project team. Contractors would be able to work in what they would regard as a more logical sequence, and this could realise efficiency savings. Having an agreed 2 year budget will enable a smooth transition between the years without having to slow down or accelerate the programme to ensure the annual budget is met.
- (f) All of those tenanted homes identified as being non-decent in 2008 (except those listed in Paragraph 5.23) will be included in the programme, so residents can be assured that all required works will be completed in 2014/15 or 2015/16.
- (g) All tenanted homes will be improved to the same standard, which is easier to explain to residents, ward councillors and other stakeholders.
- (h) Two years of very substantial works provides an excellent platform for the transition to planned works that will be necessary, with more modest investment needs (see Paragraph 5.35 below) after 2015/16.

5.28 Based on this approach, the proposed programme for 2014/15 and 2015/16 has been developed and is set out in Appendices A and B respectively.

5.29 All the schemes that were originally programmed for 2013/14 but were subsequently re-programmed because of an earlier procurement delay have been included in the 2014/15 programme.

5.30 The new Decent Homes Contractor Framework Agreement, due to commence in November 2013, will be used to select four contractors for Decent Homes and other works and the two highest ranking successful contractors will be appointed for the first two years. A mini-competition will be carried out for all four contractors for works beyond the first two years of the Framework. Contract awards will be subject to a Member decision.

5.31 It should be noted that, at this stage, the 2 year programme constitutes a plan, not a firm commitment. It is based on stock condition data that has been cloned from a warranted statistically reliable survey.

- 5.32 It is not possible, yet, to accurately forecast the precise works required at individual addresses. The proposed programme must be sufficiently flexible to ensure that enough homes are made decent to meet the GLA's decency target, that any issues encountered are quickly identified and resolved, and that stock investment priorities are taken into account. Delegated authority is sought to ensure that timely decisions can be made if and when necessary.
- 5.33 In previous years the Decent Homes programme has been agreed with a 'reserve list' of schemes to be brought forward in the event that variations became necessary. The proposed Year 7 and Year 8 programme means that all homes that were deemed non-decent in 2008 will be made decent, except for those listed in Paragraph 5.23 (see Appendix C). In this scenario, the 'reserve list' is in effect those homes that have fallen into non-decency since 2008 and these will be prioritised and brought forward for works if required.

#### Risk Management

- 5.34 There are a number of risks associated with the successful delivery of the proposed programme. Homes for Haringey will continue to manage the delivery risk and its risk log is reviewed regularly.

#### Other Requirements

- 5.35 The Decent Homes programme cannot address, on its own, the full extent of stock investment requirements. Some of the important issues that will remain outstanding are as follows:
- **Newly arising need** - The proposed Decent Homes programme is based on those homes deemed non-decent at the start of the programme. It is estimated that, from 2016/17 onwards, approximately 1,000 homes a year will fall into non-decency.
  - **Energy efficiency** - Although Decent Homes works improve energy efficiency and thermal insulation, a recent energy efficiency assessment commissioned by Homes for Haringey indicates that an additional investment requirement of approximately £12,000 a home is required in the long term to achieve current best practice standards and tackle fuel poverty.
  - **Estate environmental works** – the government has cut the funding of £11.4m that were originally earmarked for these works.
- 5.36 In order to maintain decency from 2016/17 and address the additional needs set out in Paragraph 5.35 above, a long term investment plan is being developed as a key element of the HRA 30-Year Business Plan. Future works are being planned to enable maintenance of the Haringey Decent Homes Standard and deal with newly arising need.
- 5.37 These works will be largely internal (kitchens and bathrooms) and, for the first 10 years of the plan are estimated to be in the region of £3m per annum. Occasional larger scale investment (such as roof and window replacement works) will also be required.

## 6. Comments of the Chief Finance Officer and financial implications

- 6.1 The table below sets out the confirmed Decent Homes backlog funding from the GLA for 2014/15 and HRA contributions for 2014/15 and 2015/16 included in the Council's Draft Capital Programme 2013/14 to 2015/16, as approved by Cabinet on 12 February 2013 (report of the Director of Corporate Resources: Financial Planning 2013/14 to 2015/16).

Year	GLA funding (£000's)	HRA Contribution (£000's)	Leaseholder Receipts (£000's)	Total (£000's)
2014/15	25,480	10,000	2,500	37,980
2015/16	0	30,938	2,000	32,938
<b>Total</b>	25,480	40,938	4,500	70,918

- 6.2 The 2014/15 backlog funding figure of £25.480m has been adjusted from the £27.480m reported to Full Council in February 2013, following GLA agreement to bring forward £2m from the 2014/15 allocation to fund the 2012/13 programme. In addition, there will be a contribution from unused leasehold recharges in both years. The leasehold recharges represent money already recovered from leaseholders to reimburse the Council for structural works carried out to their properties.
- 6.3 These are planned allocations and could be subject to revision during the MTFs cycle over the next two years. In particular it is important to note that from 2015/16 there is no external grant so the programme will be funded by HRA resources only. The allocation is based on the current financial strategy which is to generate revenue surpluses through year on year rent increases and efficiency savings on the management fee. Changes to this strategy could require a reduction in the capital programme or additional HRA borrowing.

## 7. Head of Legal Services and legal implications

- 7.1 Approval of the recommendations set out in the report is a key decision and the Directorate has confirmed it has been included on the Forward Plan.
- 7.2 The Head of Legal Services sees no legal reasons preventing the Leader from approving the recommendations set out in the report.

## 8. Equalities and Community Cohesion Comments

- 8.1 The Asset Management Strategy 2007-2017 covers all investment in the Council's housing stock, including Decent Homes. In drawing up the strategy, an Equalities Impact Assessment was undertaken. The findings have been incorporated into Homes for Haringey's planning processes for delivering Decent Homes. This includes ensuring that all residents receive the same standard of work and consideration of specific language and other needs are identified and addressed when drawing up programmes of work.

## 9. Head of Procurement Comments

- 9.1 The Head of Procurement notes the recommendations in this report and that Homes for Haringey will liaise with the central Construction Procurement team regarding the calling-off of works from the framework of approved contractors.

**10. Policy Implication**

- 10.1 The Decent Homes programme supports the Council's objectives of seeking to provide a decent place for residents to live and of maintaining its own stock to a good standard in accordance with asset management industry practice.
- 10.2 Investment in Decent Homes is governed by the policy assumptions that underpin the Housing Revenue Account 30 Year Business Plan relating to rent policy, the standards that homes will be maintained to and other stock investment priorities. The proposed programme is consistent with these policies and the Business Plan that is currently being developed.

**11. Reasons for Decision**

- 11.1 A decision is required to enable the detailed planning of what will be a large Decent Homes programme in 2014/15 and 2015/16, in accordance with the available resources.

**12. Use of Appendices**

The report includes the following Appendices:

- Appendix A – Proposed Decent Homes programme for 2014/15
- Appendix B – Proposed Decent Homes programme for 2015/16
- Appendix C – Properties not included in the proposed programme
- Appendix D – Profile of Decent Homes works to date

**APPENDIX A: PROPOSED DECENT HOMES PROGRAMME FOR 2014/15**  
**Whole House Approach**

## Hornsey

Estat	Block Name	Street	Total Dwellings	Tenants	Lease	No of Tenante dwellings made decent	Total Indicative Cost
Various/Scattered		Barnard Hill	2	2	0	2	£ 34.29
		Beatrice Road	5	5	0	3	£ 23.96
		Collingwood Avenue	2	2	0	2	£ 30.96
		Colney Hatch Lane	1	1	0	1	£ 10.61
		Crescent Road	1	1	0	1	£ 20.64
		Dagmar	1	1	0	1	£ 21.91
		Denton Road	8	6	2	5	£ 98.84
		Donovan	4	3	1	3	£ 63.01
		Dukes Avenue	6	5	1	5	£ 102.666
		Elyne Road	2	2	0	2	£ 41.73
		Ennis	35	17	18	14	£ 179.730
		Florence	4	2	2	2	£ 24.66
		Gladwell Road	4	3	1	3	£ 62.07
		Granville	20	17	3	11	£ 125.343
		Lancaster Road	14	10	4	10	£ 144.101
		Milton Park	4	2	2	2	£ 8.459
		Muswell Avenue	9	7	2	7	£ 142.610
		Muswell Hill Road	12	8	4	8	£ 145.153
		Oakfield Road	13	7	6	7	£ 146.449
		Ossian	2	1	1	1	£ 23.09
		Oxford Road	2	1	1	1	£ 8.235
		Ridge Road	2	2	0	2	£ 28.70
		Scarborough Road	4	3	1	3	£ 58.24
		Stroud Green Road	12	6	6	6	£ 97.63
		Thirlmere	4	4	0	4	£ 73.12
		Tivoli	1	1	0	1	£ 22.68
		Uplands Road	27	13	14	11	£ 197.989
Victoria Road	4	4	0	4	£ 77.64		
Woodland Rise	4	2	2	2	£ 17.26		
Woodstock Road	134	66	68	49	£ 972.785		
Alexandra Park Road 149-153		Alexandra Park	6	5	1	5	£ 75.42
Anderton Court	Anderton Court	Alexandra Park	15	9	6	7	£ 70.48
Blaenavo		Field Cottage	1	1	0	1	£ 10.93
Chettle Court	Chettle Court	Ridge Road	138	113	25	102	£ 1,304.436
Coldfall		Barrenger	47	47	0	38	£ 678.559
		Coppetts Road	23	23	0	15	£ 205.981
		Everington Road	24	24	0	16	£ 239.573
		Hill Road	56	56	0	38	£ 614.401
		Marriott Road	21	21	0	13	£ 199.674
		Steeds Road	50	50	0	29	£ 499.352
Ennis		Ennis	8	5	3	2	£ 46.37
Garton House	Garton House	Hornsey	39	30	9	25	£ 445.984
Grimshaw/Fire Station Flats	Fire Station	North Road	3	3	0	3	£ 11.31
Highgate Estate		Kenwood Road	38	34	4	29	£ 648.786
		Storey Road	14	14	0	14	£ 326.076
		Yeatman	26	26	0	26	£ 489.510
Hillcrest	Alexander	North Hill	8	4	4	0	£ 198.783
		Cunningham House	8	4	4	0	£ 208.886
		Dowding House	28	19	9	19	£ 839.687
		Montgomery House	8	5	3	1	£ 215.355
		Mountbatten House	28	16	12	13	£ 772.683
		Tedder House	8	7	1	3	£ 132.044
		Wavell	28	14	14	10	£ 697.601
Mount View Road		Mount View Road	34	23	11	13	£ 297.177
Springfield Cottages	Springfield Cottages	North Hill	17	13	4	10	£ 206.932
St James	Valette Court	St James'S Lane	27	18	9	17	£ 193.888
Stroud Green Estate Phase	Lawson Court	Lorne	16	9	7	9	£ 173.933
		Wall Court	24	12	12	12	£ 294.425
		Wiltshire Court	16	8	8	8	£ 199.121
		Churchill Court	24	18	6	18	£ 560.482
		Connaught Lodge	24	18	6	18	£ 414.202
Tudor Close	Tudor Close	Langdon Park Road	42	36	6	36	£ 644.571
Woodridings Court	Wood Ridings Court	Crescent Road	56	41	15	39	£ 389.480
			<b>1248</b>	<b>930</b>	<b>318</b>	<b>762</b>	<b>£ 15,310,756</b>

## North Tottenham

Estat	Block Name	Street	Tota Dwellings	Tenants	Lease	No of Tenante dwellings made decent	Total Indicative Cost
Various/Scattered		Cemetery Road	7	7	0	2	£ 40,99
		Kitchener Road	9	8	1	3	£ 64,93
		Tower Gardens	1	1	0	1	£ 17,53
		Stoke Rochford	Kitchener Road	4	2	2	£ 23,07
Chesnut and Hamilton estate		Hamilton Close	127	85	42	83	£ 1,467,034
Forster		Forster	12	11	1	4	£ 76,98
Kathleen Ferrier	Kathleen Ferrier	Brereton Road	19	11	8	6	£ 61,61
St Loys Road	Howfield Place	St Loys Road	12	8	4	4	£ 57,14
		St Loys Road	25	19	6	13	£ 166,719
Stellar/Altair	The	Grasmere	57	36	21	36	£ 606,491
Reynardsons Court	Reynardsons Court	High Road	16	13	3	7	£ 248,714
Whitehall/Brereton/ Orchard		Orchard Place	14	5	9	2	£ 111,094
		Rees House	12	5	7	5	£ 176,118
		Williams	8	5	3	5	£ 142,671
Tamar Way		Tamar Way	80	50	30	42	£ 1,066,788
Whitehall/Brereton/ Orchard		Brereton Road	8	3	5	3	£ 21,90
		Church Road	28	14	14	13	£ 278,662
		James	22	15	7	13	£ 257,518
			<b>461</b>	<b>298</b>	<b>163</b>	<b>244</b>	<b>£ 4,885,987</b>

## South Tottenham

Estat	Block Name	Street	Tota Dwellings	Tenants	Lease	No of Tenante dwellings made decent	Total Indicative Cost
Various/Scattered		Cavendish	9	7	2	7	£ 143,079
		Downhills Park Road	8	7	1	7	£ 100,773
		Harringay	7	6	1	6	£ 132,093
		Jansons Road	1	1	0	1	£ 20,27
		Lausanne	4	3	1	3	£ 55,31
		North Grove	2	2	0	2	£ 32,85
		Park	3	2	1	2	£ 44,68
		Roslyn	8	7	1	6	£ 127,817
		Seymour Road	7	5	2	5	£ 103,898
		Stanmore Road	5	2	3	2	£ 19,73
		Suffield Road	20	17	3	12	£ 279,029
		Umfreville Road	8	7	1	5	£ 113,975
		Wightman Road	20	14	6	12	£ 249,009
		Woodlands Park Road	6	5	1	5	£ 98,77
		Woollaston Road	2	1	1	1	£ 20,77
		Appleby/Penrith		Appleby Close	31	19	12
Penrith Road	36			23	13	23	£ 304,524
Brampton Road		Brampton Road	1	1	0	1	£ 12,49
Cornwall Road		Cornwall Road	51	36	15	31	£ 546,752
Fairfax/Effingham	Greaves	Wightman Road	6	3	3	3	£ 19,23
Fowler	Fowler	South Grove	11	4	7	3	£ 27,66
Ida		Caradon	7	7	0	6	£ 125,197
Ivatt Way		Ivatt Way	41	30	11	25	£ 299,092
Langham Road		Langham Road	20	16	4	14	£ 281,229
Lawrence Close		Lawrence Close	20	15	5	15	£ 240,593
Mountview Court	Mountview Court	Green Lanes	80	54	26	51	£ 681,330
Redland	Redland	Summerhill Road	20	12	8	12	£ 184,365
Sturrock/Gresley		Gresley	31	22	9	21	£ 430,273
		Sturrock Close	53	37	16	37	£ 750,833
Sydney Road	Sherida	Sydney Road	12	7	5	5	£ 114,419
The		St Anns Road	12	8	4	8	£ 148,724
Tiverton		Fladbury Road	10	8	2	8	£ 140,296
Warwick Gardens		Roseberry	10	5	5	4	£ 38,76
		Warwick Gardens	22	14	8	14	£ 197,460
		Legat Court	10	4	6	4	£ 75,06
		Reygate Court	12	10	2	10	£ 152,855
Ferry Lane		Yarmouth Crescent (houses)	32	32	0	28	£ 643,278
			<b>638</b>	<b>453</b>	<b>185</b>	<b>414</b>	<b>£ 7,297,691</b>

## Wood

Estat	Block Name	Street	Tota Dwellings	Tenants	Lease	No of Tenante dwellings made decent	Total Indicative Cost	
Various/Scattered		Clarence	4	3	1	1	£ 54,48	
		Ewart	1	1	0	1	£ 4,140	
		High Road	8	5	3	5	£ 92,34	
		Hornsey Park	17	15	2	14	£ 298,074	
		Malvern	4	3	1	3	£ 53,91	
		Marquis Road	4	3	1	3	£ 65,65	
		New Road	5	3	2	3	£ 37,56	
		Newnham Road	2	1	1	1	£ 3,634	
		Nightingale Road	13	13	0	13	£ 248,661	
		Park Avenue	3	3	0	3	£ 60,00	
		Stuart Crescent	3	2	1	2	£ 14,65	
		Truro	9	9	0	9	£ 153,135	
		Waldegrave	7	4	3	4	£ 85,66	
		Basement Flat	Park Avenue	1	1	0	1	£ 11,74
		Clarence	Clarence	12	11	1	11	£ 225,848
Commerce Road		Commerce Road	34	21	13	19	£ 258,573	
		Nightingale Road	28	19	9	19	£ 411,956	
		Basil Spence House	26	15	11	15	£ 175,257	
Joyce Butler House	Commerce Road	26	16	10	16	£ 273,475		
		26	16	10	16	£ 273,475		
Corbett Grove		Bounds Green Road	4	2	2	2	£ 27,18	
		Corbett Grove	34	27	7	24	£ 430,866	
Ellenborough Road	Ellenborough Court	Ellenborough Road	28	19	9	17	£ 238,399	
Falconer Court	Falconer Court	Compton Crescent	42	29	13	25	£ 298,637	
Gardner Court	Gardner Court	Willingdon Road	11	7	4	3	£ 62,83	
Grasmere Court	Grasmere Court	Palmerston Road	24	13	11	5	£ 79,62	
Irving Court	Irving Court	Eidon	21	12	9	12	£ 229,353	
Jack Barnett Way		Mayes Road	10	10	0	7	£ 121,499	
Janet Court	Janet Court	Canning Crescent	12	7	5	7	£ 100,191	
Marlow House	Marlow House	Truro	9	6	3	6	£ 201,356	
Norman Close	Norman Close	New Road	12	6	6	3	£ 61,92	
Parkland Road		Parkland Road	24	15	9	15	£ 318,569	
Partridge		Trinity Road	12	8	4	8	£ 148,539	
		Finsbury House	85	75	10	32	£ 490,667	
		Newbury House	85	73	12	29	£ 488,835	
Pellatt Grove 51		Pellatt Grove	6	4	2	4	£ 81,27	
Pellatt Grove 97-107		Pellatt Grove	6	4	2	4	£ 65,91	
Thetford Close		Thetford Close	64	61	3	48	£ 1,154,731	
Trinity/Barnes	Barnes Court	Trinity Road	10	4	6	4	£ 57,88	
		Clarence	20	15	5	11	£ 139,687	
Truro		Truro	6	4	2	1	£ 70,73	
Vincent		Lordship Lane	18	11	7	11	£ 172,850	
Williams Grove 3/5		Williams	8	8	0	8	£ 96,26	
Winkfield Road 1		Acacia Road	51	22	29	11	£ 191,985	
Winkfield Road 3	Elizabeth Blackwell House	White Hart	6	6	0	5	£ 95,38	
		Progress	84	69	15	22	£ 309,513	
Winkfield Road 4	George House	Bracknell Close	69	63	6	49	£ 1,132,195	
		Progress	84	69	15	34	£ 391,140	
Woodfield/The Hollies	Woodfield House	Woodfield Way	9	4	5	4	£ 82,44	
			<b>1061</b>	<b>801</b>	<b>260</b>	<b>554</b>	<b>£ 9,869,262</b>	

## YEAR 6 KITCHENS/BATHROOMS

Estat	Block Name	Street	Tota Dwellings	Tenants	Lease	No of Tenante dwellings made decent	Total Indicative Cost
Year 6 kits/baths/doors (Headcom/Tenterden; Ferry Lane Ph2; Lordship Ln; John Clifford Hse; Newnham Rd)	Variou	Variou	429	429	0	65	£ 1,573,070

GRAND TOTAL:

<b>3837</b>	<b>2911</b>	<b>926</b>	<b>2039</b>	<b>£ 38,936,766</b>
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**APPENDIX B: PROPOSED DECENT HOMES PROGRAMME FOR 2015/16**  
**Whole House Approach**

**Hornsey**

Estat	Block Name	Street	Total Dwellings	Tenant	Lease	No of Tenanted dwellings made decent	Total Cos
Various/Scattered		Albany Road	1	1	0	0	£ 9,893
		Albert Road	14	10	4	8	£ 227,967
		Alexandra Park	10	7	3	5	£ 179,802
		Archway Road	2	1	1	0	£ 24,730
		Blythwood Road	10	6	4	6	£ 168,231
		Cecile	5	3	2	1	£ 28,545
		Church Crescent	3	1	2	1	£ 37,730
		Coniston Road	3	3	0	3	£ 76,641
		Cornwall Road	4	2	2	2	£ 83,691
		Crouch Hill	8	6	2	6	£ 199,881
		Curzon	5	2	3	2	£ 47,323
		Dagmar	5	4	1	1	£ 97,969
		Drylands Road	1	1	0	1	£ 34,264
		Elder Avenue	3	2	1	1	£ 43,548
		Elgin	2	2	0	1	£ 54,373
		Elm	6	4	2	2	£ 74,267
		Felix Avenue	2	2	0	1	£ 34,359
		Ferne Park Road	9	6	3	6	£ 159,591
		Grasmere	1	1	0	1	£ 29,581
		Haringey	11	3	8	3	£ 133,508
		Hatherley	2	1	1	1	£ 28,332
		Hillfield Park	4	1	3	1	£ 37,471
		Hornsey Lane	4	2	2	2	£ 50,025
		Kings	5	3	2	3	£ 82,461
		Landrock Road	2	2	0	1	£ 37,971
		Lorne Road	3	1	2	1	£ 27,995
		Marquis Road	4	3	1	0	£ 86,879
		Mayfield Road	3	2	1	2	£ 61,778
		Milton Avenue	12	5	7	3	£ 151,163
		Milton Road	32	19	13	13	£ 319,330
		Mount Pleasant Crescent	3	3	0	3	£ 90,294
		Mount Pleasant	1	1	0	0	£ 6,357
		Muswell Road	3	2	1	2	£ 48,025
		North Hill	7	7	0	4	£ 107,475
		North Hill	2	1	1	1	£ 29,125
		Northwood Road	3	3	0	1	£ 46,235
		Oakley	3	2	1	2	£ 58,603
		Osborne Road	5	5	0	3	£ 143,747
		Palace Gates	3	2	1	1	£ 47,583
		Princes	12	8	4	7	£ 238,701
		Queens Avenue	2	1	1	1	£ 30,862
		Rosebery	4	4	0	4	£ 105,823
		Southwood Avenue	1	1	0	0	£ 8,641
		Tetherdown	4	4	0	2	£ 66,828
		The Avenue	5	3	2	3	£ 92,561
		Upper Tollington Park	10	4	6	2	£ 58,035
		Vallance Road	4	3	1	3	£ 146,348
		Victoria Road	4	1	3	1	£ 45,983
		Wembury Road	4	2	2	0	£ 2,971
		Weston Park	3	3	0	2	£ 68,793
		Bedford Road	4	2	2	2	£ 67,740
		Palace Mansions					
	Albert Close		Albert Close	18	6	12	3
Alexandra Park 215/217		Alexandra Park	5	3	2	3	£ 93,895
Beattock Rise		Beattock Rise	8	8	0	6	£ 162,471
Blaenavo	Blaenavo	Fortis	4	2	2	2	£ 68,699
Clissold Close		Clissold Close	3	2	1	0	£ 42,696
Colwick Close		Hornsey	12	7	5	0	£ 108,258
Crescent		Bolster Grove	32	14	18	12	£ 324,983
	Charter Court	Crescent	6	3	3	3	£ 70,949
Farnefields Court	Farnefields Court	Oakfield Road	9	5	4	5	£ 134,970
Grimshaw/Fire Station Flats		Fire Station	1	1	0	0	£ 3,301
Grosvenor Road 118 A/B		Grosvenor Road	3	2	1	2	£ 66,321
Grosvenor Road 92 A/B		Grosvenor Road	3	2	1	2	£ 68,833
Holmesdale Road		Holmesdale Road	6	3	3	1	£ 70,300
Lancaster Road		Lancaster Road	16	14	2	1	£ 53,361
Muswell Hill Place		Muswell Hill Place	12	8	4	8	£ 212,809
Quermore		Quermore	9	7	2	7	£ 203,325
St James	Winkley Court	St James'S Lane	12	3	9	3	£ 90,559
Stroud Green Estate Phase	Brackenbury	Osborne Road	16	7	9	6	£ 159,055
	Charter Court	Stroud Green Road	14	8	6	3	£ 122,005
	Ednam	Florence	6	1	5	1	£ 69,593
	Marquis Court	Marquis Road	16	9	7	0	£ 58,949
	Wisbech	Lorne Road	8	7	1	7	£ 115,832
	Fenstanton	Marquis Road	8	5	3	5	£ 102,587
	Hutton Court	Victoria Road	24	20	4	16	£ 156,656
	Lorne House	Lorne Road	6	5	1	5	£ 53,757
	Nichols Close	Osborne Road	16	12	4	12	£ 102,417
	Ronaldsha	Florence	36	27	9	13	£ 116,710
Wallace Lodge	Osborne Road	6	3	3	3	£ 78,371	
Summersby Road		Summersby Road	48	26	22	£ 791,009	
Toyne		Toyne	27	27	0	20	£ 623,213
View		Jacqueline Creft Terrace	4	4	0	3	£ 81,987
		Maurice Bishop Terrace	3	3	0	3	£ 75,693
			<b>660</b>	<b>422</b>	<b>238</b>	<b>299</b>	<b>£ 8,702,281</b>

## North Tottenham

Estat	Block Name	Street	Total Dwellings	Tenants	Lease	No of Tenanted dwellings made decent	Total Indicative Cost
Various/Scattered		Arnold Road	5	4	1	1	£ 42,10
		Bruce Grove	6	3	3	3	£ 97,09
		Chester Road	6	4	2	0	£ 9,710
		Church Road	1	1	0	0	£ 231
		Lansdowne Road	1	1	0	0	£ 4,289
		Liston Road	2	2	0	1	£ 62,43
Chesnut and Hamilton estate		Mount Pleasant Road	11	11	0	5	£ 132,479
		Philip	7	7	0	1	£ 179,739
		Chesnut	12	10	2	2	£ 66,36
		Chesnut Road	15	13	2	12	£ 362,373
		Fairbanks	35	35	0	34	£ 940,981
Northumberland Park		Rycroft Way	3	3	0	2	£ 65,08
		Blaydon Close	85	68	17	12	£ 479,438
		Haynes	37	31	6	7	£ 243,982
		Morpeth Walk	42	26	16	9	£ 267,206
		Northumberland Grove	34	19	15	2	£ 122,930
		Rothbury / Morpeth Walk	6	5	1	0	£ 26,28
		Rothbury Walk	87	65	22	1	£ 520,502
		Waverley Road	128	100	28	5	£ 428,839
Park		Park View	68	57	11	14	£ 903,438
Ranelagh Road		Ranelagh Road	3	1	2	0	£ 8,271
St Loys Road		Steele	9	4	5	4	£ 126,484
			<b>603</b>	<b>470</b>	<b>133</b>	<b>115</b>	<b>£ 5,090,259</b>

## South Tottenham

Estat	Block Name	Street	Total Dwellings	Tenants	Lease	No of Tenanted dwellings made decent	Total Indicative Cost	
Various/Scattered		Avenue	3	3	0	2	£ 65,46	
		Beaconsfield Road	10	6	4	5	£ 156,669	
		Bedford Road	2	1	1	1	£ 51,33	
		Broad Lane	2	2	0	0	£ 40,90	
		Burgoyne Road	9	5	4	5	£ 124,787	
		Carlingford Road	10	7	3	6	£ 179,906	
		Clyde Road	13	11	2	3	£ 236,974	
		Collingwood Road	1	1	0	1	£ 33,55	
		Cornwall Road	4	1	3	1	£ 44,97	
		Crowland Road	3	3	0	0	£ 45,17	
		Duckett Road	6	1	5	1	£ 52,17	
		Endymion Road	11	6	5	2	£ 58,36	
		Grove Park	15	11	4	9	£ 279,858	
		Hampden Road	5	1	4	0	£ 52,42	
		Hewitt Road	4	3	1	3	£ 95,22	
		Linden Road	3	2	1	1	£ 40,69	
		Mattison Road	3	2	1	2	£ 73,32	
		Pemberton Road	3	2	1	2	£ 51,27	
		Philip	4	2	2	0	£ 49,43	
		Pulford Road	1	1	0	0	£ 8,641	
		Raleigh Road	2	1	1	1	£ 42,41	
		Roslyn	2	2	0	0	£ 21,56	
		Salisbury Road	2	1	1	1	£ 29,77	
		Sirdar	5	4	1	3	£ 80,45	
		St Anns Road	5	3	2	3	£ 119,217	
		Summerhill Road	4	2	2	2	£ 77,50	
		Sydney Road	4	3	1	3	£ 74,34	
		Terront Road	10	7	3	6	£ 165,726	
		Westerfield Road	26	15	11	11	£ 282,580	
		Coombes Croft	Conway Road	4	3	1	3	£ 93,64
		Lower Part	Suffield Road	5	1	4	1	£ 36,82
	Appleby/Penrith		Cornwall Road	36	22	14	20	£ 490,293
Bedford Road		Bedford Road	9	9	0	2	£ 195,245	
Cornwall Road		Ida	18	10	8	3	£ 128,807	
Dorset Road		Dorset Road	16	15	1	11	£ 319,956	
Fairfax/Effingham		Fairfax	16	8	8	8	£ 203,108	
Green Lanes		Green Lanes	8	2	6	2	£ 62,48	
Ida		Ida	58	35	23	12	£ 872,713	
Lomond Close		Lomond Close	50	35	15	26	£ 782,507	
Milverton	Milverton	Wightman Road	6	2	4	2	£ 54,68	
Philip Lane 63-79		Philip	7	7	0	1	£ 142,830	
Plevna		Plevna	89	71	18	45	£ 1,149,005	
Stonebridge Road		Stonebridge Road	109	85	24	67	£ 1,819,521	
Summerhill Road		Summerhill Road	9	9	0	4	£ 194,753	
Sydney Road	Wordsworth	Sydney Road	18	11	7	10	£ 254,723	
	Wordsworth Parade	Green Lanes	10	5	5	5	£ 175,662	
The		Ermine	55	49	6	24	£ 1,047,560	
		Sherboro Road	5	5	0	0	£ 103,725	
		Sherborough Road	3	3	0	1	£ 74,28	
Vicarage	Vicarage	Abbotsford Avenue	6	2	4	0	£ 38,28	
			<b>709</b>	<b>498</b>	<b>211</b>	<b>321</b>	<b>£ 10,875,350</b>	

## Wood

Estat	Block Name	Street	Total Dwellings	Tenants	Lease hold	No of Tenanted dwellings made decent	Total Indicative Cos
Various/Scattered		Alexandra	7	3	4	2	£ 53,592
		Arcadian	4	2	2	2	£ 55,641
		Barclay Road	2	2	0	0	£ 462
		Barratt Avenue	1	1	0	1	£ 31,866
		Bounds Green Road	2	1	1	1	£ 96,040
		Braemar Avenue	2	1	1	1	£ 36,108
		Brownlow Road	5	1	4	0	£ 342
		Buckingham Road	1	1	0	1	£ 41,539
		Caxton Road	5	3	2	2	£ 61,017
		Courcy Road	8	6	2	6	£ 173,65
		Finsbury Road	9	9	0	6	£ 167,00
		Grainger	4	2	2	2	£ 51,956
		Henningham Road	1	1	0	0	£ 4,289
		Lyndhurst Road	4	2	2	0	£ 33,795
		Maryland Road	3	2	1	1	£ 28,688
		Mayes Road	4	1	3	1	£ 24,756
		Parkhurst Road	3	1	2	0	£ 3,301
		Parkland	8	7	1	5	£ 193,49
		St Michaels Terrace	1	1	0	0	£ 10,529
		Station Road	1	1	0	1	£ 31,474
		Thorold Road	2	2	0	0	£ 17,554
		Tower Terrace	9	8	1	8	£ 205,47
		Trinity Road	11	8	3	4	£ 134,98
	Turnpike	10	8	2	8	£ 192,19	
	White Hart	1	1	0	1	£ 37,043	
	Whittington Road	6	3	3	3	£ 97,590	
	Willingdon Road	5	2	3	0	£ 11,326	
	Woodside Road	8	3	5	1	£ 45,976	
Dorset Road N22 26-40		Dorset Road	4	4	0	0	£ 134,94
Durnsford Road		Durnsford Road (non-orlits)	10	10	0	10	£ 297,87
Ellenborough Road		Ellenborough Road	6	3	3	3	£ 93,638
Fire Station Flats Wood Green		Fire Station	12	7	5	5	£ 157,21
Greenwood House	Greenwood House	Pellatt	12	2	10	2	£ 95,596
Jack Barnett Way		Jack Barnett Way	18	18	0	13	£ 305,16
James/Croxford/Crossways		James	7	7	0	0	£ 94,381
Marlborough House	Marlborough House	Marlborough Road	6	2	4	2	£ 77,147
Park		Tredegar	44	31	13	13	£ 426,19
		Park Court	18	9	9	2	£ 59,038
Pellatt Grove 109-119		Pellatt	6	3	3	3	£ 77,328
Pellatt Grove 2-8		Pellatt	7	1	6	1	£ 34,604
Pellatt Grove 81-87		Pellatt	8	7	1	3	£ 113,27
Terrick Road		Terrick Road	9	6	3	2	£ 120,89
White Hart Lane		Fenton Road	52	43	9	14	£ 496,49
		Gospatrik Road	51	50	1	13	£ 375,10
		White Hart	41	40	1	13	£ 360,96
Winkfield Road 4		Pellatt	26	24	2	15	£ 368,31
			<b>464</b>	<b>350</b>	<b>114</b>	<b>171</b>	<b>£ 5,529,845</b>

<b>GRAND TOTAL:</b>	<b>2436</b>	<b>1740</b>	<b>696</b>	<b>906</b>	<b>£ 30,197,734</b>
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## **Appendix C - Properties not included in the proposed programme**

Paragraph 5.23 of this report identifies Council stock with high and/or complex investment needs, which means that the works and funding required cannot be met by Decent Homes work alone. In some cases there are significant technical issues while for others the Council is considering more comprehensive regeneration options for these estates.

It is proposed that, rather than include these properties in the Decent Homes programme for 2014/15 and 2015/16, the Council should investigate and evaluate alternative options within the context of Haringey's Housing Investment and Estate Renewal Strategy.

These properties (including 1,387 tenanted homes) comprise the following:

### **Demountables**

These are temporary prefabricated dwellings which are now beyond their useful life so should not be invested in further. All sites have been identified for disposal and/or possible redevelopment, including alternative council uses. Demountables are at 1-11 Watts Close N15 and 1-8 Barbara Hucklesbury Close, N22 (8 dwellings on Noel Park Estate). These are all council owned and are currently being used as temporary accommodation.

### **'Orlit' dwellings**

These are houses made of precast reinforced concrete (PRC), designated as defective under the Housing Defects Act 1984. Homes for Haringey's recent energy efficiency assessment of the stock showed that the cost of bringing this stock up to current best practice energy standards (SAP80) would be £67,000 per dwelling, compared to a borough average of £12,000.

There are 70 'Orlit' properties in total, of which 50 are tenanted and 20 are freehold:

- 1-29 Tunnel Gardens (21 Tenants, 7 Freehold)
- 73-79 Blake Road (3 Tenants, 1 Freehold)
- 1-26 Park Grove (19 Tenants, 7 Freehold)
- 67-89 Durnsford Road (7 Tenants, 5 Freehold)

### **Noel Park**

The Noel Park estate, comprising 1,239 Council homes, was built at the turn of the 20th century and is an Article 4 conservation area. Additional costs are associated with external works required to comply with the conservation area requirements, including the reinstatement or rectification of missing or incorrect conservation area features.

Notwithstanding the challenges of bringing the stock up to the Decent Homes standard, given its heritage and age, 223 of the properties have prefabricated bathroom 'pod' rear additions which were added during the 1970s. These pods have survived far in excess of their intended design life, and are now showing a large number of significant defects, notably movement of the foundations, damp and latent asbestos issues.

A pilot replacement pod project was undertaken in early 2012 at a cost of £25,000 per unit. Feedback from residents was positive with regards to the installation and finish but concerns were raised that the bathrooms are still very small. In many of the homes, the layout is inadequate due to the lack of space.

An innovative and carefully considered plan is required to meet the specific funding and design requirements of the council homes in Noel Park. There are a number of options that are being looked at as part of the Council's wider stock investment review.

### **Imperial Wharf (out of borough)**

The estate is located in the borough of Hackney and consists of a total of 173 dwellings made up of low and medium rise blocks and houses. Within the estate there are a high level of right-to-buy leasehold flats and 43 freehold houses. Following the reduction in Decent Homes funding, Cabinet agreed to defer Decent Homes work for Imperial Wharf and all other out of borough stock. In view of this, alternative options are being looked at for the future of the estate as part of the Council's wider stock investment review.

### **Turner Avenue**

Situated off West Green Road and adjacent to Brunel Walk (a block of poor quality, council owned temporary accommodation), the estate was built in the 1950s and comprises 70 flats in four 4-storey blocks. In Turner Avenue, 45 of the flats are tenanted and 25 are leasehold. The quality and layout of the existing buildings, car parking, amenities and public open space in Turner Avenue are poor, and the level of investment required to bring the temporary accommodation in Brunel Walk up to a decent standard is prohibitive. In view of this, consideration is being given to a variety of options for the future of the estate, including the redevelopment of Turner Avenue and Brunel Walk.

### **Tangmere (Broadwater Farm)**

The block is a stepped construction (*ziggurat*) design, unique on the estate. Design flaws and component age have resulted in major problems of water penetration and condensation. Tangmere was deferred from the 2012/13 Decent Homes programme pending consideration of alternative options for addressing its complex investment needs.

### **Larkspur Close**

Cabinet decided in December 2011 to seek a partner to acquire Larkspur Close and maintain it as a sheltered housing scheme. It was excluded from the Decent Homes programme pending this exercise, which did not succeed in identifying a partner.

In accordance with the Cabinet decision, Larkspur is now being converted to a Community Good Neighbour scheme, a process that will take some time to conclude and will involve some residents moving.

The estimated cost of a basic package of works which will bring all 37 homes up to the Decent Homes standard is approximately £1m, or some £27,000 per home. This is significantly greater than the average unit cost and calls into question further investment in stock that is poor quality and below modern standards.

Given the ongoing conversion and high investment costs, Larkspur has not been included in the proposed programme at this stage.

## Appendix D – Profile of Decent Homes Programme to date

The following table provides a summary of the numbers of homes made decent and spend in the Decent Homes Programme to the end of 2012/2013 and projections for 2013/14:

	07/08 Pilot & Set Up	08/09 Year 1	09/10 Year 2	10/11 Year 3	11/12 Year 4	12/13 Year 5	13/14 Year 6*
Tenanted stock at start of year	16,248	16,160	16,146	16,132	16,118	16,110	16,002
Non-decent stock at start of year	6,876	6,752	5,893	4,436	3,327	4,796	4,448
Made decent in year	36	1,555	2,192	1,743	442	333	544
RTB sales	88	14	14	14	8	34	80
RTB Sales (non-decent)	88	14	14	14	8	34	23
Homes falling into non-decency in year	0	710	749	648	1,919	84	1,020
Tenanted stock at end of year	16,160	16,146	16,132	16,118	16,110	16,076	15,922
Non-decent stock at end of year	6,752	5,893	4,436	3,327	4,796	4,513	4,901
% non-decent at end of year	41.8%	36.5%	27.5%	20.6%	29.8%	28.1%	30.8%
Spend	£6,999,000	£28,470,173	£39,685,512	£34,097,835	£19,280,458	£25,416,000	£15,500,000

\*Stock numbers and non-decent at start of year 6 adjusted following transfer of Waltham Cross estate

- Number of tenanted dwellings receiving works to end of 2012/13: **8,875**
- Of the above, the number of dwellings made decent to end of 2012/13: **6,301**
- During 2013/14 the number of tenanted homes to be worked on is **945** of which **544** will be made decent
- Total number of tenanted homes with additional investment requirements (identified in Appendix C): **1,342** of which **974** are non-decent.

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