

Procurement Committee

Agenda item:

[No.]

On 12 January 2010 Report Title: Tottenham High Road - 'Partnership Schemes in Conservation Areas' (PSiCA): Award of Contract Report of Niall Bolger, Director of Urban Environment 23 Page 2009 Signed: Contact Officer: Yvette Chin, Regeneration & Conservation Officer, tel. 0208 489 4565 email: yvette.chin@haringev.gov.uk Wards(s) affected: Bruce Grove Report for: Non-Key Decision 1. Purpose of the report (That is, the decision required) 1.1. To seek Procurement Committee approval to appoint the recommended contractor as shown in Appendix A, paragraph 3.1 for the building contract of Tottenham High Road - 'Partnership Schemes in Conservation Areas' (PSiCA), Nos. 467-477 (except No. 471) & 482-488 Tottenham High Road. 2. Introduction by Cabinet Member of Regeneration & Strategic Sites - Cllr. Kober 2.1. This project will directly assist with the regeneration of Tottenham High Road and will help to preserve and enhance the historic fabric of Bruce Grove town centre. I support the recommendation of this report, particularly in light of the time

constraints of the project to take full advantage of the funding available.

### 3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1. One of Economic Regeneration's aims is to spur regeneration through conservation and refurbishing buildings which can act as a catalyst for further economic and physical improvements. Tottenham PSCiA is a key project in this and forms part of the wider Regeneration Strategy for the borough and plays a vital role in the regeneration of Tottenham High Road.

3.2. The main outcome of the project is to improve the physical condition and appearance of properties on the High Road to help conserve the historic urban fabric of Bruce Grove town centre. To a larger extent, this will contribute to the physical and environmental improvements being made as part of a wider strategy

to regenerate Tottenham.

3.3. In addition to this Bruce Grove is one of the defined areas identified for special attention in the Tottenham High Road Strategy adopted in 2002.

3.4. The work of PSiCA supports Haringey's Unitary Development Plan (UDP) on Conservation policy which states that, "Heritage conservation is recognised as a key factor in facilitating urban regeneration and promoting civic pride." The key objectives of this policy are to protect buildings of architectural and / or historic interest and their settings; and to preserve or enhance the character and

appearance of conservation areas.

3.5. The Tottenham PSiCA project supports the outcome of Haringey's Regeneration Strategy and Haringey's Local Area Agreement targets through the improvement of economic vitality. Improving the built environment helps to attract visitors and encourages economic vitality through increased footfall. It is expected that this in turn will help sustain businesses in the area, safe guarding jobs as well as encourage inward investment into Bruce Grove.

### 4. Recommendations

- 4.1. That Members agree to award the contract for the above Project to the contractor named in **Appendix A**, **paragraph 3.1**. as allowed under Contract Standing Order (CSO) 11.3.
- 4.2. That the contract be awarded for a period of 31 weeks.

5. Reason for recommendation(s)

5.1. The contractor named in **Appendix A**, **paragraph 3.1**. submitted the lowest fixed price tender which is considered to represent the best value for money and is considered to be satisfactory as the basis for a Contract.

6. Other options considered

6.1. A total of 8 contractors on the Framework Agreement for the provision of Major Works Construction Services were invited to tender for the works. Details of this are contained in the exempt part of this report, Appendix A.

### 7. Summary

### **Background**

- 7.1. The Economic Regeneration department has been successfully awarded grant funding from English Heritage (EH) under the 'Partnership Schemes in Conservation Areas' (PSiCA) towards building conservation works on Tottenham High Road, Bruce Grove town centre.
- 7.2. PSiCA is concerned with regenerating Tottenham's historic environment and will deliver specialist refurbishment work to prescribed groups of buildings in the Bruce Grove conservation area. The scheme enables Haringey Council to support the heritage-related costs associated with the preservation and enhancement of conservation areas through building improvements in Tottenham.
- 7.3. PSiCA is successor to the English Heritage funded programme, 'Heritage Economic Regeneration Scheme' (HERS) and is a continuation of the schemes successfully delivered in Tottenham High Road (Nos. 497-507 and 485-489) and Hornsey High Street (Nos. 1, 3, 7, 17 & 34), both completed in 2007.
- 7.4. PSiCA focuses on improvements to specific groups of properties identified and agreed as part of the bid to EH. The property owners have been offered grants to make specialist conservation improvements to the shop fronts and external fabric of the building and will make a financial contributions towards the project costs.
- 7.5. Works eligible for PSiCA grant funding include:
  - roof structure repairs;
  - work to protect the structure;
  - renewing roof lead work;
  - repairing or replacing rainwater goods;
  - repairs to external walls:
  - · repairing or replacing panels, windows and doors;
  - repairing/replacing existing external features:
  - measures to manage rising or penetrating damp;
  - · reinstatement of lost architectural features; and
  - professional fees

Please see Appendix B - English Heritage guidance for PSiCA for further details.

- 7.6. The individual grant agreements between the Council and the property owners which have been drawn up by Legal stipulate that maintenance to external decorations, cleaning and repairs must be carried out on a regular basis for a period of five years from completion of the works. The grant agreements also include provisions stating that if the property is disposed of within three years of completion of the works the funding may be recovered.
- 7.7. The properties in this PSiCA programme are Nos. 467-477 High Road, west-side (except No. 471 who what withdrawn from the scheme) and 482-488 High Road, east-side (9 properties). Please see Appendix C for photographs of the

properties.

7.8. The building improvements in this grant scheme must follow strict guidance set out by English Heritage as well as a sensitive application of conservation principles and methods specific to the architectural period and historic fabric of the existing buildings. Design and building conservation decisions will continue to be made in consultation with the key stakeholders including English Heritage, the Principal Conservation Officer and property owners/tenants.

### Sustainability implications

7.9. As this is a conservation project, the work carried out will be refurbishing existing elements of the building as opposed to replacing them, which demonstrates good sustainable practice, economically and environmentally since it extends the life of these heritage buildings.

7.10. Re-using and repairing existing buildings has environmental value. Repairs prolong the existing use of a building for at least a generation, and with regular maintenance for considerably longer. Timber is to be obtained from certified sustainable sources and generally all other specified items are for repair rather than renewal.

7.11. In terms of delivering economic aspects of sustainability, this project will improve the visual outlook of these commercial properties, with the aim of attracting greater footfall to improve commercial return.

### **Procurement Process**

- 7.12. Competitive tenders were invited from eight firms from the Framework Agreement for the Provision of Major Works Construction Services Value £250,000 £999,999.
- 7.13. Tenderers were invited from the Framework Agreement for Major Works on the following basis: experience of refurbishment work, shopfront renewal, building conservation work, and work in tenanted buildings. The tenders received are listed in **Appendix A, paragraph 1.2.**
- 7.14. The defects liability period is 12 months.
- 7.15. All of the contractors invited to tender submitted a tender.
- 7.16. None of the tenders received are qualified in any way which would make their tender inadmissible.
- 7.17. The overall range of tenders is 44%.
- 7.18. All tenders are open for acceptance for a period of four months from 20<sup>th</sup> November 2009, the date for the submission of the tenders. Consequently a tender should be accepted no later than 20<sup>th</sup> March 2010.
- 7.19. For the lowest Fixed Price tender received, please see **Appendix A, paragraph 1.3.**
- 7.20. The lowest tender is within 28% of the estimate, reducing to 25.5% after adjusting for arithmetic and pricing errors.
- 7.21. The large difference is mainly due to the very competitive current market and that the lowest tender in particular, is very keenly priced. When compared with the second lowest tender, the difference is 11.65%.

### Examination of the lowest tenders:

7.22. In view of the major difference between the lowest tenders, the tender documents submitted by the three lowest tenders have been examined in detail to highlight where the differences arise.

### Arithmetic check

- 7.23. Two arithmetical errors were found in the lowest tender submitted which, if adjusted would increase their tender. For the amount increased, please see **Appendix A, paragraph 2.2.1.**
- 7.24. The tender has been submitted in accordance with Alternative 2 contained in 'JCT Practice Note 6 (Series 2) Main Contract Tendering' which allows the tenderer to correct genuine errors if they so wish. The Quantity Surveyor has discussed this with the Contractor and as they have asked for this tender to be amended, a letter confirming the changes and the revised price has been sent, dated 3 December 2009 a copy of the letter is included in Appendix A.
- 7.25. Apart from the points mentioned above and **Appendix A**, **paragraph 2.2.2.**, the pricing is considered to be consistent and competitive.

### Domestic sub-contractors

7.26. With the lowest tender, the contractor has included a list of three domestic subcontractors that they propose using but a full list is yet to be confirmed and agreed.

### PC and provisional sums

7.27. The Schedule of Works contains Provisional Sums for specialist work that is to be carried out by the named sub-contractors. These will be selected by competitive tender and to ensure that the successful sub-contractor is acceptable to the main contractor, the proposed tender list will be discussed with them in due course.

### Programme

7.28. The programme including alternative programmes for each tenderer have been examined – please see **Appendix A**, **paragraph 2.3.1**. The contract period for the works is 31 weeks.

### <u>Sustainability</u>

- 7.29. A Site Waste Management Plan has been allowed within the project/specification.
- 7.30. Life Cycle Costing has been considered in preparing the proposal. Given the options available for a conservation project that will satisfy English Heritage, the proposed work will provide the best solution for the long term sustainability of the buildings.

### Conclusion

7.31. This report seeks Cabinet Procurement Committee approval for the award of the contact to the contractor and the price named in **Appendix A**, **paragraph 3.1**.

### 8. Chief Financial Officer Comments

8.1. The Tottenham High Road – Partnership Schemes in Conservation Areas scheme is match funded with £300,000 from Council Resources, £100,000 in each of the last 3 years and equivalent funding from English Heritage. The contract here can be fully funded from the available budget.

### 9. Head of Legal Services Comments

- 9.1. The PSiCA building contract has been procured under a Council Framework Agreement for Major Works. The Framework Agreement for Major Works was tendered in Europe and contractors were appointed to the Framework in accordance with the Public Contracts Regulations 2006.
- 9.2. A mini-competition was held between economic operators on the Framework Agreement who were capable of performing the PSiCA contract.
- 9.3. The Council now wishes to award the PSiCA contract to the lowest bidder.
- 9.4. Because of the value of the contract, it needs to be approved by the Cabinet Procurement Committee in accordance with CSO 11.03 (contracts valued over £250.000).
- 9.5. The Head of Legal Services confirms that there are no legal reasons preventing Members from approving the recommendations in this report.

### 10. Head of Procurement Comments – [Required for Procurement Committee]

- 10.1. The contractors invited to tender have been selected from the Councils Framework agreement for Major works.
- 10.2. The tender has been prepared and tendered on a lowest price basis.
- 10.3. Life cycle costing will be considered fully during the works.
- 10.4. The selected contractor as recommended in Appendix A, paragraph 3.1. represents best value for the Council.
- 10.5. Under normal circumstances, the preferred bidders price could have constituted an abnormally low bid, but given the current economic conditions, the contractor has confirmed this to be a valid and accurate tender. However, corporate procurement are concerned to ensure that such a low price does not result in poor quality and recommends that a clerk of works is appointed to closely monitor workmanship and the overall project.

### 11. Equalities & Community Cohesion Comments

- 11.1. This project has been developed in line with the Council's statutory requirements in relation to the Disability Discrimination Act 1995 (DDA).
- 11.2. There are no specific equal opportunities implications arising from this report. However, any efforts to regenerate Tottenham must recognise the diversity and ethnicity of the area. Many of these businesses are set up and run by people from ethnic minority communities and therefore they will benefit from the assumed commercial benefits associated with such a scheme.

### 12. Consultation

12.1. Property owners and traders were consulted on the scheme before, during and after the grant application stages, with regard to their participation and throughout the design development process.

### 13. Service Financial Comments

13.1. English Heritage has set aside a sum of £300k grant allocation and the Council has match-funded the required sum of £300k. A total of £600k has been secured to the Tottenham PSiCA project.

13.2. Tottenham PSiCA supports individual projects within the prescribed conservation area. To this end, a sum of £27,200 grant aid has been paid to Haringey Buildings Preservation Trust for works to the grade II\* listed building, 810 High Road N17. SAP is showing total spend of £36,347 which also includes professional fees spent on Tottenham PSiCA so £563,653 of the £600k funding is still available.

13.3. However, the grant budget available for the programme of works identified in Tottenham PSiCA is £572,800.

13.4. In addition, an aggregate sum of £47,205 in private contributions has been requested from the property owners.

13.5. Therefore, the anticipated total budget available for this project is £620,005.

13.6. The English Heritage funding deadline for completion of works is 31 March 2012.

### 14. Use of appendices /Tables and photographs

- 14.1. Appendix A of this report contains information exempt from public viewing. The information contained relates to the evaluation process for this procurement.
- 14.2. Appendix B English Heritage guidance for PSiCA.
- 14.3. Appendix C Photographs of 467-477 & 482-488 Tottenham High Road.

### 15. Local Government (Access to Information) Act 1985

- 15.1. English Heritage PSiCA, Tottenham High Road funding agreement 2007/8, 08/9, and 09/10.
- 15.2. This report contains exempt and non-exempt information. Exempt information is contained in **Appendix A** of this report and **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 the information) (Ground 3).*

# Part 3: Running a partnership scheme

# 3.1 How to administer a scheme

The day-to-day running of your partnership scheme will be delegated to within your local authority. You will need to identify existing staff with the necessary qualifications and experience. In some cases, staff will need to be recruited to run the scheme.

should be part of your team. of a conservation accredited professional Plan of any new scheme that the services requirements for the agreed Delivery onwards it will be part of our professionals, and from April 2006 conservation accreditation for technica outside consultant. English Heritage is projects to which you will offer grants committed to the principle of be an existing member of staff, or an building surveyor. This' professional may conservation accredited architect or you will need the services of a In order to ensure the consistent conservation quality of the individual

To run a successful partnership scheme you will also need project management and administrative skills. The best schemes are those that encourage community participation in their management. You should consider setting up a steering group of key stakeholders. Partnership schemes that embrace wider initiatives are also sometimes answerable to existing wider groups or committees.

You will be expected to run the scheme in accordance with the agreed Delivery Plan and funding agreement.

If we agree to fund the employment of staff specifically to carry out your scheme, we may ask to be a party to the recruitment process.

You will be responsible for offering grants and for confirming that work has been carried out to the necessary standard. You will also be responsible for checking invoices or payment certificates before making grant payments to individual owners in advance of claiming English Heritage's contribution towards these payments.

You will need to notify us of all the offers and payments that you make within four weeks of the end of each quarter, in a standard format that we will send you. You must also provide details of the economic regeneration benefits of the grant-aided projects in the standard format that we will agree with you.

Regular submission of this information, at the times specified, is a prerequisite for us to reimburse our proportion of the grants.

You must seek our written approval before making an offer for individual projects within the scheme that involve:

■ a property owned by an elected member of the local authority, an employee of the local authority, a family member, co-habitee or business partner of a member or employee of the local authority, or body corporate with which the member or employee of the local authority is associated, of which the local authority is aware;

### ployment of ut your a party to the

- funding stand-alone reinstatement of architectural features;
- temporary building works;
- any unforeseen or contentious issues.

You must seek our written approval and the formal offer will be made by us for:

- funding public realm works;
- using partnership scheme funds to pay for management costs (see section 1.7);
- properties owned by the local authority.

# 3.2 How we pay our contribution

Under this scheme we reimburse our proportion of the grants that you pay to individual property owners retrospectively, on receipt of a payment application from you. Your payment application to us must contain details of the payments you have made under the partnership scheme.

Before submitting your application for payment, you will need to inspect the completted work, check receipted invoices and, if satisfied, pay the individual property owner.

We will check your payment application against the information you have previously supplied showing offers made. Where we are satisfied that you are

operating the scheme in accordance with our funding agreement, we will pay you our proportion of the grants within 30 days.

a percentage rate of grant that is not in

accordance with the agreed Delivery

a contribution from English Heritage

that would be more than £20,000;

# 3.3 Monitoring

We will need to be satisfied that the scheme is being implemented in line with the Delivery Plan and funding agreement, and we will make periodic visits to monitor progress of the scheme and the standard of the grant-aided work. You will need to carry out an annual review of the partnership scheme in December/January to show whether the objectives of the scheme are being achieved and to consider whether revisions to the Delivery Plan are necessary.

# 3.4 Work that you can give grant for

We normally expect that any works funded through your partnership scheme will be carried out using traditional methods and materials appropriate to the history and condition of the building or area. When replacement is necessary, it should be done on a like-for-like basis.

Because of the value we place on retaining historic fabric, we believe that a number of small repairs to elements of the historic building fabric are often more appropriate than complete renewal. An example of this would be piecing-in of new elements in a historic window, In general, you can offer grants towards conservative repairs; that is, repairs that are as limited as possible in scope yet achieve their conservation objectives.

in some cases you may require grant recipients to carry out appropriate

the fabric of the building or site newly detail, a particular record of any part of work is finished. The final record should revealed or destroyed during the course what has been done, it should include, in show clearly the nature and extent of recording during the work and when the

apply in most cases. We realise, however, projects and costs that can be funded you should contact your English Heritage regional office to discuss the merits of The following detailed guidelines on different. If special circumstances apply, that every historic building or area is

Eligible and non-eligible work can made explicit in agreed schedules of must be identified separately and programme of work, but the costs works and tender documents be undertaken in the same

being surveyed or a repair specification is or putting up protective structures, could shoring, temporary weather-proofing, deterioration, such as propping and structure from collapse, damage or measures, including work to protect a full repairs are carried out, temporary If there is an unavoidable delay before Temporary building works being drawn up. secure the building while its structure is

before you offer a grant for temporary works. You will need our agreement

and pots, cupolas and balustrading. coverings; repairing roof features such as renewing or substantially repairing roof parapet and valley gutters, dormer Repairing roof structures, together with windows and skylights, chimney-stacks

### Leadwork

implications of this need to be redesign the substrate (the structure just order to extend the life of lead that is of considered carefully before any changes serviceable, or using lead welding in Renewing roof leadwork, If it Is no longer practice. However, the visual and physical below the lead) to keep to current good historic interest, It may be necessary to

under a temporary roof. You will need to corrosion, lead roofing should be carried To avoid the risk of underside lead not allow for this. consider carefully any proposals that do out between April and September and

Permanent access to carry out maintenance

If difficult access has prevented proper or crawl-boards to improve access for maintenance in the past, installing maintenance and inspection may qualify hatches, handrails or cables, fixed ladders

## Removing rainwater

of rainwater disposal systems, both above case for using appropriate substitute exceptionally problematic, there may be a although in certain cases where theft, and below ground. Lead and cast iron The wide-ranging repair or replacement vandalism or maintenance access is should be replaced on a like-for-like basis

### done) by archaeologists, and a grant can soakaways in archaeologically sensitive be offered towards such costs. areas should be supervised (and possibl) Digging trenches for drains and

or contents may be at risk from the guttering and rainwater disposal where especially valuable building fabric conditions are particularly severe, or tapes in gutters and rainwater heads where access is difficult and weather Installing proprietary electric heating

case of blockage, water is visibly shed rainwater disposal systems so that, in Providing overflows and weirs to away from the building.

cause further problems, and these cannot be Snowboords in gutters tend to decoy ond

surface, and wall-coverings or claddings. including work to their structure, Necessary repairs to external walls, surfaces, decorative elements on the wal

### Repairing or replacing elements set in Windows and doors

existing external features, such as shutters, where these contribute to the balconies, canopies, bargeboards and Repairing or replacing, where necessary, ironmongery and other fittings. including their frames, glazing, special architectural or historic interest External features walls, such as panels, windows and doors,

Grants cannot be offered for speculative restoration (see section 3.6).

of the building.

PARTNERSHIP SCHEMES IN CONSERVATION AREAS

or structurally damaging), and improved drainage, lowering external ground levels fabric or contents of a historic building, ventilation, if this is essential, Old including providing surface water damp, if this is directly damaging the preferable to replastering in relatively buildings need to breathe, and keeping Measures to manage rising or penetrating impermeable cement-based plasters. vapour-permeable traditional plaster is (where this would not be archaeologically

Experience has shown that providing damp without one does not qualify for a grant because the existing structure was built Providing a damp-proof course simply problems to other areas of the building structures has aften transferred damp proof courses and membranes in historic

### Decoration

the partnership. of other work that has been funded by decorations have been disturbed as part unless it is necessary to make good after Decoration does not qualify for a grant

qualifies for a grant only if there is so and scope of repairs, or if chemicals in much dirt on a structure that it must be for purely cosmetic reasons. Cleaning Grants must not be offered for cleaning removed in order to assess the need for the surface build-up are damaging the

appropriate methods are chosen and the these reasons is rarely necessary. Unless Cleaning brickwork or stonework for work is carried out, with extreme care, long-term damage. It may also detract under adequate supervision, it can cause by specialist conservation contractors from, rather than add to, the appearance

of a building. Cleaning should always be followed by any necessary conservation of the cleaned surfaces.

Pigeon deterrents

Non-electric physical barriers to prevent a build-up of damaging pigeon droppings, where these can be provided in a visually acceptable way and without using chemicals.

architectural sculpture, stucco and other otherwise in good repair (or will be historic patterns. applied finishes; and details and joinery to ornamental masonry, including balconies, canopies and railings; include decorative ironwork, such as pattern, detail and material. This can reinstatement is to the original size, conservation area, provided the character of the building and the and character and that contribute to the buildings that are essential to their design part) elements of the exterior fabric of objective is to reinstate (in whole or repaired as part of the scheme). The must be carried out only if the building is The reinstatement of architectural details Reinstating architectural features

The reinstatement of shop fronts to the original design (based on evidence), or to a design that is appropriate to the period and location, can also be considered for a grant.

Generally, eligible work relating to specia architectural features will form part of a more comprehensive repair proposal, or be included in a specific 'architectural features' scheme.

Work to the public realm Grants for environmental enhancement work must be approved and offered directly by English Heritage.

However, environmental proposals, including highway management schemes, for the conservation area should be included in the Delivery Plan at the start of the scheme, whether or not funding is being sought from the partnership scheme.

In this category, priority should be given first to the repair of historic surfaces and features. Next in priority are schemes involving the reinstatement of the surfaces of a street or space in matching materials. Only in exceptional cases should funding be offered towards new works of resurfacing streets or spaces in appropriate materials, and then only for works that respect the configuration of existing streets and pavements.

Other environmental improvements, which might qualify for a grant, include the installation of appropriate street lighting and street furniture, where it has to be specifically made for the street; permanent landscaping; and the costs of removal of unsightly clutter on buildings and other eyesores which are detrimental to the appearance of the conservation area.

Works solely to comply with the Disability Discrimination Act do not qualify for a grant. Nevertheless, all major environmental enhancement projects need to take account of the Act Within each project, there should be provision to make streets and spaces fully accessible.

# 3.5 Other costs that you can give grant for

Grants offered through partnership schemes will normally represent a fixed financial contribution towards the overall costs of the project, including related costs such as professional fees and VAT. Where eligible and ineligible works are combined in a single project, a grant must be offered towards the cost of eligible work only. In such cases, the contribution towards the related costs listed below will normally be calculated in proportion to the works that qualify for a grant.

Professional fees
Where a grant is offered for repair
works costing £20,000 or more in total,
the grant recipient must employ a
competent professional with relevant
specialist conservation knowledge, ability
or experience (from April 2006 we will
consider lowering this financial
threshold). He or she will analyse the
site, plan and specify the work, and
inspect and certify the work while it is in
progress and after it is completed.

This professional must be a conservationaccredited architect or a RICSI conservation-accredited building surveyor.

The professional adviser appointed by the grant recipient must provide a service appropriate to the nature and scale of the project. The service should include, where applicable:

preparing a thorough survey of the structure(s) or the and its condition

- preparing a thorough survey of the structure(s) or site and its condition, including survey drawings and plans;
- research, analysis and archaeological investigation of the fabric likely to be affected;

- preparing a detailed specification and drawings for the urgent and necessary repairs, or recording of the fabric;
- providing a list of competent contractors able to carry out the work to a high standard;
- getting competitive tenders and providing a tender report;
- arranging a contract for the works;
- regular inspections and valuations of the work on site until it is completed;
- full contact with the local authority on the technical details of both the application and the work for which a grant has been awarded.

Applicants for partnership scheme grants should make sure that, when they appoint their professional adviser, they include all the requirements set out above.

We consider the competitive tendering of professional fees on price and quality to be best practice. Where an applicant has already appointed their professional adviser before applying for a grant, you must set an upper limit for fees when working out the total costs that will qualify for a grant.

You should use the fee scale in the RIBA's<sup>2</sup> A Client's Guide to Engoging on Architect or other similar recognised fee scales as a guide to the maximum allowances for fees for any work that qualifies for a grant. This fee allowance will form part of the total project costs that you can consider for a grant.

in cases where it is agreed that more than one consultant is needed, you should calculate the grant on the basis of



### **APPENDIX C**

TOTTENHAM HIGH ROAD Partnership Schemes in Conservation Areas (PSiCA) - PHOTOGRAPHS

467-477 Tottenham High Road (west-side)



482-488a Tottenham High Road (east-side)



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