

Committee/Meeting: Cabinet	Date: 9 January 2013	Classification: Unrestricted	Report No: CAB 59/123
Report of: Corporate Director Aman Dalvi Originating officer(s) Jackie Odunoye Service Head Housing Strategy Regeneration and Sustainability Authors: John Kiwanuka Housing Partnerships Manager James Mack – DH Procurement Project Manager (THH)		Title: Procurement of Consultants and Contractors for the 2014/15, 2015/16 & 2016/17 Decent Homes Programme in Wards Affected: All	

Lead Member	Cllr: Rabina Khan
Community Plan Theme	One Tower Hamlets & A Great Place to Live
Strategic Priority	Ensuring Value for Money Across the Council

1. SUMMARY

- 1.1 Following the successful bid for £94.5m from the GLA's Decent Homes (DH) backlog fund in 2010, the Council embarked on the procurement and delivery of the DH programme. The £94.5m secured still left a shortfall of £39.4m because the Council's DH backlog bid was £133.9m. In September 2011 Cabinet agreed to fund the £39.4m deficit, and the £15.6m for DH works for non-tenanted homes. At the time, only GLA funding allocated for 2011/12 & 13 was guaranteed. The GLA have now confirmed allocated funding of £25m and £46m for 2013/14 and 2014/15 respectively.
- 1.2 The 2010/11 and 2011/12 DH programme encompassing only internal works. This strategy entailed avoiding early lengthy consultations with leaseholders and allowed quick mobilisation and delivery. Additionally, the approach was vital in ensuring the GLA's annual output and expenditure targets, conditional to securing the further two years backlog funding, were met.
- 1.3 Consequently, Cabinet in June 2011 agreed to a mini tendering exercise utilising an existing framework as a means to deliver the DH works for 2011/12 & 13. Cabinet also agreed, for the longer term planning, to secure an

OJEU procured and leasehold compliant framework to deliver the capital investment need in the future.

- 1.4 At the beginning of 2012/13, the Council in partnership with THH commenced procuring an OJEU and leasehold compliant framework. This process involved notifying leaseholders and inviting expression of interest from contractors and consultants. To accord opportunities to small and medium enterprises, particularly those local to the Borough, Consultant and Contractor work Lots were grouped in two Lots. Lot 1 for smaller consultants and contractors, and Lot 2 for the bigger Consultants and Contractors. A total of 90 Pre-Qualification Questionnaires (PQQ) from contractors and consultants were received and evaluated. Following a comprehensive evaluation exercise, 13 major Contractors and 13 consultants, and 7 small contractors and 7 consultants were invited to tender.
- 1.5 Tenders were invited from both contractor and consultants for managing and delivering the 2013/14-16 programme on a 60% price, and 40% quality criteria. The quality criterion used a model template developed by LBTH Corporate Procurement, Legal Services and THH and included provision for apprenticeships and stimulating the local economy. The evaluation of the PQQ and the tender documents were collaboratively conducted by officers from THH and LBTH and the procurement process included a Bidders Challenge, where the contractors presented themselves to a resident's panel of leaseholders and tenants.
- 1.6 The returned tenders for the DH works are within the anticipated budgets reported to members, and the resources in the HRA Business Plan earmarked for the DH and other capital works programme during the period.
- 1.7 Following conclusion of the tender evaluation process six consultant firms namely Mace Group, John Rowan & Partners LLP, Pellings LLP, Frankham Consultancy Group LTD, Bailey Garner LLP, and Potter Raper Partnerships were recommended for inclusion on the framework, with the first three in the list being recommended for the DH works in 2013/14. Three contractors namely Apollo Property Services Group Ltd, Axis Europe PLC and Breyer Group PLC have been recommended for Lot 2, similarly Chigwell (Shepherds Bush) LTD and RR Richardson LTD for the Lot1. This report informs Cabinet of the tender evaluation process and the results for the Consultants and Contractors for the 2013-16 DH programme.
- 1.8 These recommendations are subject to consultation with leaseholders and the statutory Section 20 notices have been sent out. The appointment of the successful contractors will not take place until the views expressed in the consultation exercise have been given due consideration.

2. DECISIONS REQUIRED

The Mayor in Cabinet is recommended:

- 2.1 To authorise the Mayor to award the DH works contracts to the contractors and consultants listed in 2.1.1 – 2.1.3 once the results of the leaseholder consultation have been considered,
 - 2.1.1 **Lot 1 Contractors** (Internal Works only)
 - Chigwell (Shepherds Bush) Ltd
 - RR Richardson LTD
 - 2.1.2 **Lot 2 Contractors** (Internal and External Works)
 - Apollo Property Services Group LTD
 - Axis Europe PLC and
 - Breyer Group PLC
 - 2.1.3 **Lot 2 Consultants** (Internal and External Works) Framework of 6 consultants with the first 3 administering the 2013/14 DH works programme annual mini competition thereafter:
 - Mace Group
 - John Rowan and Partners LLP
 - Pellings LLP
 - Frankham Consultancy Group Limited
 - Bailey Garner LLP
 - Potter Raper Partnerships
- 2.2 To authorise the Assistant Chief Executive (Legal), to enter into all necessary documents to implement the decisions made in respect of this report.
- 2.3 To adopt an initial capital estimate of £71 million in respect of the 2013/14 and 2014/15 DH Programme, profiled as 2013/14: £25million and 2014/15: £46 million, in order to enter into the contracts. The details of the programme of works will be subject to a separate report.

3. REASONS FOR THE DECISIONS

- 3.1 Cabinet in June 2011 agreed, for the longer term planning, to secure an OJEU procured and leasehold compliant framework to deliver the capital investment need in the future.
- 3.2 In July 2012 the Council entered into contract with the GLA for the DH Backlog funding. Under the Agreement the Council is contracted to deliver pre-agreed annual targets of DH in order to access the DH Backlog funding. The DH Contractor and Consultant procurement is critical to delivering the DH targets and securing the GLA funding. Therefore, it is vital that contractors are appointed to allow adequate time for procured resources to bed in and mobilise for a start on site at the beginning of the next Financial Year.

- 3.3 Additionally, the Council aims to ensure that its localism agenda is enshrined in its contracting processes by according apprenticeships and utilising local contractors and labour with view to stimulate the local economy. The OJEU procured Contractors have offered to contractually agree to deliver a raft of local benefits including apprenticeships, local labour and use local contractors, which will help stimulate the local economy, and allow local people to acquire relevant skills to enter employment.

4. ALTERNATIVE OPTIONS

- 4.1 Cabinet in June and September 2011 considered and agreed the method of procuring capital investment for the delivery of the DH Programme in 2013-16. It was agreed by Cabinet that for the longer term planning, to secure an OJEU procured and leasehold compliant framework to deliver the capital investment need in the future. The procurement method and process adopted including the results of the procurement exercise detailed within this report are an implementation of the fore mentioned Cabinet decisions.

5. BACKGROUND

- 5.1 Subsequent to the successful bid for £94.5m of the GLA's Decent Homes (DH) backlog funding in 2011, the Council embarked on the procurement and delivery of the DH programme. The £94.5m still left a shortfall of £39.4m because the Council's DH backlog bid was £133.9m. In September 2011 Cabinet agreed to fund the £39.4m deficit, and the £15.6m for DH works for non-tenanted homes. At the time, only GLA funding allocated for 2011/12 & 13 was guaranteed. The GLA have now confirmed the allocated funding £25m and £46m for 2013/14 and 2014/15 respectively.
- 5.2 Officers embarked on the securing of OJEU procured and leasehold compliant contracts at the beginning of 2012/13- the method and process adopted including the results of the procurement exercise are detailed within this report and are an implementation of the Cabinet decisions in June 2011. The OJEU procured Contractors have agreed to be contractually bound to deliver a raft of local benefits including apprenticeships, local labour and local contractors, which will inevitably help stimulate the local economy, and allow local people to acquire relevant skills to put a foot into the labour market.

6. BODY OF REPORT

- 6.1 In June 2011 Cabinet agreed, to secure an OJEU procured and leasehold compliant framework to deliver the capital investment need in the future.
- 6.2 Tenders have been sought from contractors and consultants to deliver, manage and administer the years 3 4 and 5 decent homes works programme. The Procurement was completed in accordance with statutory regulations and included a rigorous tender evaluation process.

- 6.3 This report informs Cabinet of the tender evaluation process and results for contractors and consultants and seeks authorisation for the Mayor to award contracts, subject to satisfactory leaseholder consultation. The report also includes details of community related benefits offered by the proposed contractors attached as Appendix A.
- 6.4 In support of the “Stimulating the Local Economy” objective community benefit targets were set within tender documentation and the tender packages were split into Lots in order to offer the opportunity for smaller local suppliers to deliver aspects of the works programme i.e. internal works, kitchens and bathrooms. Noted below are details of the respective Lots:
- a. Contractors Lot 1 – Two small contractors delivering internal works only e.g. kitchen and bathrooms and awarded works up to £2m each per annum for years 3 4 and 5.
 - b. Contractors Lot 2 – Three contractors delivering external and internal works and awarded a works value of between £10m and £20m each per annum, for years 3 4 and 5.
 - c. Consultants Lot 1 – A framework of 4 small consultants managing, supervising and inspecting works completed by Lot 1 contractors with the best 2 combined price / quality scores appointed to manage the year 3 programme with annual mini competition taking place thereafter.
 - d. Consultants Lot 2 – A framework of 6 consultants managing, supervising and inspecting works completed by Lot 2 contractors, with the 3 best combined price / quality scores appointed to manage the year 3 programme with annual mini competition taking place thereafter.
- 6.5 **Tenders were invited on a price / quality basis 60% price and 40% quality:** The evaluation criteria were developed by LBTH Corporate Procurement, Legal Services and THH and included provision for stimulating the local economy. Evaluation was carried out by LBTH and THH staff and included a Bidders Challenge, where the contractors presented themselves to a residents’ panel including leaseholders. Residents involved in the bidders challenge were briefed in relation to the process and given an opportunity to contribute and develop the scoring criteria but did not formally evaluate the bids.
- 6.6 **Tender Evaluation:** There was a robust tender evaluation process that involved officers from both LBTH and THH and a number of clarification requests were made by officers and received from the tenderers. Those evaluations were submitted to a validation panel consisting of senior officers from both LBTH and THH. The remit of the panel was to review the summary of evaluation results and process / rationale adopted and to ensure there were no ambiguities. They then validated the scoring in the selection of the final Contractor/s and Consultant/s proposed for appointment.
- 6.6.1 Furthermore as part of the evaluation process the Council’s Competition Board have considered the proposals, emphasis was placed on areas of

works to be recharged to leaseholders to ensure that the procurement complies with the statutory consultation process and the costs of the works to leasehold properties can be recovered .

6.7.1 **Evaluation Contractors Lot 1 and 2: As noted above in 6.5 tenders were invited on a price / quality basis.**

6.7.1.1 The quality criteria consisted of:

- § Delivery team and management structure and processes - 8%
- § Programme and Sequencing - 6%
- § Added Value - 2%
- § Sustainability - 5%
- § Customer Service and Quality Control - 6%
- § Stimulating the Local Economy - 5%
- § Bidders Challenge - 8% (Including ability to deal with diversity)

6.7.2 **The Pricing Model** - Officers agreed a virtual price evaluation model that is also based upon survey information obtained from a selection of arch-type properties on which decent homes works will be completed during the contract period. The price evaluation model consisted of three elements to ensure selection of suppliers is based on a holistic approach and prevents unexpected costs as the scheme is delivered. The three elements were:

- § Evaluation of a virtual Lot to enable us to consider individual rates for the key spend area (as identified from recent surveys and definition of archi-types) with estimated quantities per annum of spend
- § Review of Prelims to ensure the management element has been structured to deliver the quality and programme targets along with the CSR that this contract is perfectly placed to support
- § Consider a selection of rates and delivery variances to ensure we have a flexible contract that can deliver value for money across different levels of spend and that allows us to add in un-scoped works or transference of works between areas.

6.8 **Evaluation Consultants Lot 1 and 2**

6.8.1 As noted above in 6.5 tenders were invited on a price / quality basis. The quality criteria consisted of:

- § Project Team and Management structure - 12%
- § Customer Service / Quality Control, Programme and Project Management Processes - 9%
- § Added Value – 3%
- § Sustainability – 2%
- § Stimulating the Local Economy – 5%
- § Diversity – 3%

§ Consultants Challenge / Interview – 6%

6.8.2 The pricing model required consultants to submit percentage fee values for providing multi-disciplinary services across pre-determined value bands along with percentage fees for specific professional disciplines and daily rates for varying levels of technical officers.

6.9 **Proposals for award of contracts to Contractors Lot 2**

6.9.1 Thirteen contractors were invited to tender and 13 tenders were received. A rigorous tender evaluation process was conducted on the Price / Quality and quality elements of the bids .The proposal subject to the satisfactory outcome of Leaseholder consultation is to appoint the 3 contractors with the highest combined price / quality scores. These are:

- § Apollo Property Services Group Ltd,
- § Axis Europe PLC
- § Breyer Group PLC

6.9.2 As part of the tendering process contractors were required to offer community benefits arising from the works. Details of benefits offered by the 3 proposed Lot 1 and 2 contractors are attached as Appendix A; the headlines from their offers include the following and are based upon a works value of £117m:

- § **240** Apprentices effectively 2 per £1m of work (including subcontractors)
- § **279** Adult work experience for local residents to assist progression into employment schemes who have been unemployed for **less than 6 months**.
- § **282** Adult work experience for local residents to assist progression into employment schemes who have been unemployed for **more than 6 months**.
- § **27** Development opportunities for small suppliers by meet the buyer events
- § **Commitment for 20%** contracts to be commissioned to businesses registered in LBTH
- § **Commitment for 50%** contracts to be commissioned to businesses in East London
- § **24 events** to assist small local businesses in bidding
- § **72** -Work placements local schools and colleges
- § **60 events** - DIY training sessions local residents
- § **33** -Offers to work with community organisations including charity donations.

6.10 **Proposals for award of contracts to Contractors Lot 1:** Seven contractors were invited to tender and seven tenders were received. As part of the tendering process contractors were required to offer community benefits arising from the works. Contractors offered similar benefits to the Lot 2 contractors and details are included in the summary attached as **Appendix A**. Following a rigorous tender evaluation process based on the

bid submissions on both Price and Quality evaluation the proposal is to appoint the 2 contractors with the highest combined price / quality scores. Namely:

- § Chigwell(Shepherds Bush) LTD
- § RR Richardson LTD

6.11 **Proposals for award of contracts to Consultants Lot 2:**

6.11.1 Thirteen consultants were invited to tender and 11 tenders were received. A rigorous tender evaluation was carried out based on the bid submissions on Price and Quality evaluation. . It should be noted that prices for providing a multi-disciplinary service submitted by the 3 consultants with the best combination of price and quality were extremely low. Officers were concerned with regards the level and quality of resource that the consultants may provide and following discussion with Legal services requested all bidders to provide clarification of the level and volume of professional resources that they intend to commit to the project. All bidders were presented with a project scenario against which they had to detail their intended resources. Following the assessment of the returns and again after discussions with Legal Services the two lowest bidders were disqualified.

6.11.2 The proposal is be to appoint the 6 consultants with the best combined price/ quality scores to the framework and the 3 consultants with the best scores to manage and administer the 2013/14 DH programme as below:

- § Mace Group (proposed for 2013/14)
- § John Rowan & Partner LLP (proposed for 2013/14)
- § Pellings LLP (proposed for 2013/14)
- § Frankham Consultancy Group LTD (proposed to framework)
- § Bailey Garner LLP(proposed to framework)
- § Potter Raper Partnerships (proposed to framework)

6.11.3 As part of the tendering process consultants were required to offer community benefits arising from the commission. The headlines from their offers include:

- § Offer of technical apprentice
- § Offer of progression into employment – 14 week work placement
- § Commitment to target and identify new opportunities with local suppliers
- § Offer of work placements local schools
- § Fund job fare
- § Outreach placement

6.12 **Proposals for Consultants Lot 1**

- 6.12.1 Of seven companies short listed to tender, and who had confirmed a willingness to submit bids, only three bids were returned. The intention was to select four companies to be placed on the framework with the best two of these selected for the first phase of work. The number of returns has not provided a sufficiently robust commercial basis to produce the anticipated outcome.
- 6.12.2 In order to deal with the shortfall in provision officers are proposing to broaden the supplier basis by offering service provision opportunities to smaller local practices that would not have been able to satisfy tender thresholds or the provision of a multi-disciplinary service but may be able to supply staff at competitive rates.
- 6.12.3 The above approach will have sought to achieve sufficient depth for the lot 1 services at market prices. This approach also seeks potentially to reward companies who did tender and widen the scope for service provision to smaller local practices. If achieved, this provides a real opportunity for local business growth in professional services.

7. **INCLUSION IN THE CAPITAL PROGRAMME**

- 7.1 Cabinet approved Capital Estimates for the Decent Homes Programme totalling £42.04 million on 8 June 2011. This represented the first two years of the programme and although slippage is projected at the end of this financial year, the full grant conditions will have been met and the DCLG grant entitlement totalling £23.5 million maximised for these years. In order for the contracts outlined in this report to be let, additional capital estimates will be required.
- 7.2 As outlined in paragraph 1.1, Cabinet, in September 2011, approved a funding mechanism to earmark £149.49 million of resources for the funding of the Decent Homes Programme over the four years from 2011-12 to 2014-15. This was predicated on the confirmation of the full Decent Homes Backlog Funding of £94.5 million being available by the DCLG – at that time only the funding for the first two years was guaranteed, totalling £23.5 million. The remainder of the grant of £71 million for 2013-14 and 2014-15 has now been confirmed.
- 7.3 In order that the contracts outlined in this report can be entered into, further capital estimates are required. It is intended that a further report will be submitted to Cabinet which will detail the full programme of works, the capital estimates to be adopted and the financing sources. In advance of this report being considered, it is recommended that a Capital Estimate of £71 million is initially established, being the DCLG grant funded element of the programme which has recently been confirmed. This will mean that Capital Estimates totalling £113 million will be in place, with the residual Capital Estimate approvals being sought in the future report.

8. COMMENTS OF THE CHIEF FINANCIAL OFFICER

- 8.1 This report outlines the process that has been followed to procure the main contractors and consultants to deliver the Decent Homes Programme for the financial years from 2013-14 to 2015-16. The procurement process has been led by officers from both the Council and Tower Hamlets Homes to ensure compliance with all European Community legislation as well as to ensure that all consultation requirements have been met under Section 20 of the Landlord and Tenant Act 1985.
- 8.2 The report and appendices detail the evaluation criteria for the different aspects of the tendering process. In addition to the pricing and quality analysis shown, contractors were required to offer community benefits – these are detailed in paragraphs 6.9.1 and 6.11.3 – see appendix A.
- 8.3 It also seeks approval for the adoption of a Capital Estimate of £71 million to enable the programme to progress. As outlined in paragraph 4.3, in accordance with Financial Regulations, a capital estimate is required at this stage to ensure that the proposed expenditure has been approved prior to any commitments being entered into. The report seeks approval for a Capital Estimate to be adopted, to the value of the years 3 and 4 DCLG Decent Homes Grant of £71 million. The Council has recently received notification from the DCLG that this grant is now guaranteed for the final two years of the programme, subject to the various performance requirements being met. A further report will be submitted to a future Cabinet meeting which will seek the balance of the Capital Estimates that will be required to complete the full Decent Homes programme, together with details of the full funding streams as approved by Cabinet in September 2011.

9. CONCURRENT REPORT OF THE ASST. CHIEF EXECUTIVE OFFICER (LEGAL SERVICES)

- 9.1 These contracts have been procured using the restricted procedure laid down in the Public Procurement Regulations 2006 (as amended). A notice was placed in the Official Journal of the European Journal advertising the contract opportunity. The report sets out how the bids were evaluated and the recommendations arrived at.
- 9.2 Under section 20 of the Landlord & Tenant Act 1985 (as amended by section 151 of the Commonhold & Leasehold Reform Act) and the Service Charge (Consultation Requirements) (England) Regulations 2003 the Council as Landlord is required to consult with leaseholders when it is proposing to enter into a long term agreement under which the leaseholders can be expected to pay contributions through their service charges to the costs of any works or services. The leaseholders are entitled to information on the proposed contracts and to make observations on those proposals. The Council is then required to pay due regard to those observations before making any decision on the award of the proposed contracts. This is allowed

for in this report and is why the decision to appoint is to be delegated so there is sufficient time to consider the output of the consultation.

- 9.3 Whilst in making the decision on the award of the contracts, value for money remains the over-riding factor that should determine all public sector procurement decisions, it is also possible to take into account social economic and environmental considerations. There is a growing understanding of how value for money is calculated, and how “the whole-life cycle requirements” can include social economic and environmental requirements.
- 9.4 Local authorities, under their duty to achieve best value are required consider social, economic and environmental value in the Best Value Statutory Guidance published in September 2011
- 9.5 In addition the EU procurement framework makes it clear that social requirements can be fully embraced in procurement practice providing certain criteria are met. These criteria are:
- § Social requirements should reflect policy adopted by the public body
 - § Social requirements should be capable of being measured in terms of performance
 - § Social requirements drafted in the specification become part of the contract
 - § Social requirements should be defined in ways that do not discriminate against any bidders across the European Union
- 9.6 This report details how those requirements have been embedded into the procurement and details the additional benefits available from the Decent Homes Procurement whilst still achieving the work on a cost effective basis within the allocated budget.

9. ONE TOWER HAMLETS CONSIDERATIONS

- 9.1 It is the intention over the course of the Decent Homes works programme to ensure that council owned dwellings meet the decent homes standard including the provision of new kitchens and bathrooms. Residents will be consulted on their preferences and resident liaison officers will be on site to address resident concerns which will include specific equality issues.

10. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 10.1 A significant proportion of the Decent Homes programme consists of renewing outdated less efficient boilers with modern equivalents. In addition all schemes especially those involving roofs, windows, heating and insulation are developed to maximise energy efficiency.

- 10.2 Sustainability was covered by an element of the quality evaluation criteria. The proposed contractors demonstrated numerous working practices that addressed the sustainability objective and presented extremely high waste recycling figures, all of which can be monitored during the delivery of the contract. A localised workforce has been envisaged to deliver the DH programme with staff encouraged to use public transport and therefore emissions. Contractor's vehicles are energy efficient. Officers will ensure that contractors demonstrate a robust sustainable performance regime which will include developing local KPI's on sustainability issues that will contribute to the Council's overall corporate National Indicator returns.

11. RISK MANAGEMENT IMPLICATIONS

- 11.1 Risk 1 - Leaseholder Stage 2 Challenge in particular use of 3 contractors and consultants delivering similar works with varying recharge values. Mitigation Risk 1 – Officer from the Council and THH working collaboratively, to ensure process and procedures are fully adhered to. LBTH legal to approve all lease hold issues to ensure all notices are compliant.
- 11.2 Risk 2 - Contractor/Consultant challenge following tender procurement process year 3 4 and 5. Mitigation Risk 2 – Officers from THH and LBTH worked together throughout the PQQ and ITT evaluation process to ensure strict adherence to the procurement rules and consistency of process including structure and matrix for evaluation and guidance to evaluation team members. A validation panel was also formed to review the outcome of the evaluation process and results.
- 11.3 Risk 3 - Total Budget reflecting reality of works on site particularly relative to external works. Mitigation Risk 3 - On-going review of project costs during delivery to ensure base line budgets used within business case developed by officers is not exceeded
- 11.4 Risk 4 – Challenge from two disqualified consultants. Mitigation – During the evaluation of consultants a project scenario was presented to all bidders to inform on the resources to be allocated to the project. Officer from both THH and LBTH in consultation with Legal services concur with the assessment and the process adopted leading to the disqualification.

12. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 12.1 There are no specific Crime and Disorder reduction implications, however improving the condition of homes and buildings as a whole by working closely with ASB teams and local residents to develop schemes for e.g. door entry systems and environmental improvements like additional lighting will inevitably contribute to a reduction in crime and disorder.

13. EFFICIENCY STATEMENT

- 13.1 This procurement has been set to be over a three year duration following two previous years of data to allow for both streamlining from lessons learnt and joint working under a partnership contract. The consolidation has enhanced the buying power of the contract, which crucial for achieving economies and therefore value for money. Additionally, quality will be strictly controlled, to minimise re-works by instituting a robust performance regime. Additionally, the flexibilities in the contract will allow the client to reward good performance, - the converse being true for not-so-good performance. Equally, programme will encourage local suppliers, and local people to participate in the DH programme delivery, including delivering apprenticeships as appended in appendix A.
- 13.2 The contract chosen by the council is a partnering contract it is hoped as the project develops and by working collaboratively with both Contractors and Consultants that efficiencies can be achieved by sharing of working practices, systems and processes. As one would appreciate all contractors may have specific skill sets in different areas including labour, supply chains, working methods, resident liaison and waste minimisation to name a few. By combining the best of all, efficiencies will undoubtedly evolve. In relation to similar schemes delivered in other Authorities significant savings and efficiencies have been introduced.
- 13.3 All companies are committed to working with us developing a partnering ethos with all involved.

14. APPENDICES

Appendix A: **Contractor Community Benefits**

Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2012

List of “Background Papers” used in the preparation of this report

Cabinet Report dated 8th June 2011
Cabinet Report dated 7th September 2011

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