

MUNICIPAL YEAR 2017/2018 - REPORT NO.

**MEETING TITLE AND DATE /
ACTION TO BE TAKEN UNDER
DELEGATED AUTHORITY**

**OPERATIONAL DECISION OF
EXECUTIVE DIRECTOR**

REPORT OF: James Rolfe
Executive Director of Finance,
Resources & Customer Services

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Agenda - Part: 1	Item:
	Subject: Housing Systems Programme (incl. Civica Housing Cx) Urgent Funding Request
	Wards: All Key Decision No: KD 4587
	Cabinet Member consulted: N/A

1. EXECUTIVE SUMMARY

- 1.1. The Housing Systems Programme (incorporating what was formerly the Civica Housing Cx Migration Project as well as many necessary related projects) has been set up in summer 2017 *“To deliver systems that enable us to develop and maintain modern, effective and efficient housing and homelessness services for residents”* (Programme Mandate). Although the focus is the implementation of the new housing system, Civica Cx, to do this successfully there are various subsidiary activities, systems and interfaces that are required.
- 1.2. The scope of the original DAR only covered the basic system costs and implementation, and a programme plan has now been produced covering the true scope of work. Due to the limited scope of the original planning, the Cx go-live date must be pushed back from February to October 2018.
- 1.3. The subject of this DAR is various urgent items that are needed for us to proceed any further:
 - 1.3.1. A Repairs Diagnostic Tool that must be purchased now to be ready in time for the go-live date of the new system
 - 1.3.2. Extra resources both to backfill internal staff in ICT and the Business, and for external contractors to fill an IT Project Manager and Business Analysis resourcing gap
 - 1.3.3. Extra funding for the supplier to provide a number of

workshops for newly appointed business representatives and to cover expenses not covered in original budget

1.4. The original scope of the project was solely technical and, to ensure lasting and effective change, this now needs to be broadened to include business transformation, so that there is the best possible return from this investment can be secured, and the service to customers improved.

1.5. The requested resources will also enable us to carry out a gap analysis and options appraisal to ensure that the selected system is still the best solution for the business.

2. RECOMMENDATIONS

2.1. To approve the expanded scope (see Appendix 1) and procurement of urgent items:

2.1.1. the award of a contract for a Repair Diagnostic Tool on the terms set out in Part 2 of this report;

2.1.2. a fee to Civica, the lead supplier, for additional consultancy days for Cx Re-Discovery Workshops with the new Business Champions, and expenses;

2.1.3. recruitment of external specialist resources to fulfil the urgent resourcing requirements.

3. BACKGROUND

3.1. Original Project – Civica Housing Cx Migration

3.1.1. A need was identified to replace the main housing system, Northgate Housing, to meet the IT Strategy objective of a fully hosted software portfolio. A project was set up to manage this (the Civica Housing Cx Migration Project). In April 2016, a direct award was approved to Civica UK Ltd to provide a fully hosted Housing IT system, Cx, for a term of 4 years 4 months. A further budget was approved for LBE IT resources and 3rd party implementation costs. The costs were split 84% HRA, 16% General Fund.

Housing Systems Programme (incl. Civica Housing Cx) request for urgent funding

3.1.2. It was noted in the initial DAR that agreed to the above award to Civica that a Choice Based Letting (CBL) system and a Repair Diagnostic Tool would be the subject of a future DAR.

3.1.3. Procurement of a Choice Based Lettings System:

3.1.3.1. The CBL system is still to be confirmed as this is dependent on a holistic review of the Homelessness, Allocations and Assessment Services in response to various statutory changes detailed below.

3.1.4. Procurement of a Housing Repairs Diagnostic Tool:

3.1.4.1. The Council's requirements for this solution have been agreed with the business and a procurement exercise via the London Tenders Portal has been undertaken, with a solution identified that meets the Council's business and technical needs. Details of the proposed award are set out in the Part 2 report.

3.2. Current Programme - Housing Systems Programme

3.2.1. The Housing Systems Programme was set up over the summer 2017 to ensure the successful delivery of Civica Cx as it has been found that there are a number of subsidiary projects that must be delivered for this to be successful. Concerns were raised about this project not having been scoped sufficiently and a lack of business involvement.

3.2.2. We have refreshed the project scope and governance arrangements to ensure all activities are carried out in a coordinated and timely manner. An interdepartmental, Council Housing-led programme has been established to integrate and oversee all the activities and workstreams involved in this programme, with the implementation of Cx as the central focus. In addition, we have now set up a Business Change Board who have selected Business Champions to ensure the business are appropriately involved going forward, communication takes place effectively and we are able to generate the kind of energy amongst frontline staff to make a success of the new systems.

3.3. Business Areas Covered include:

- Council Housing
- Housing Repairs
- Voids
- Homelessness
- Allocations
- Assessment
- Customer Services Assessment
- Customer Services Repairs
- Housing Finance
- Rents & Arrears

Housing Systems Programme (incl. Civica Housing Cx) request for urgent funding

- Resident Involvement

3.4. Work Required

3.4.1. The Housing Systems Programme has been set up to cover the full scope of work required for the scale of this system change. It includes:

- Procurement and implementation of a repair diagnostic system
- Complex challenges regarding maintaining the current level of automation with 3rd party repairs contractors' systems
-
- incorporating the new requirements of the Homelessness Reduction Act and the Enfield Allocations Scheme and managing the dependencies with the Homelessness Prevention Programme
- migration of documents from the current EDMS to the corporate EDMS
- development of a bespoke in-house SQL archiving solution
- preparing the Housing and Assessment services for GDPR
- a whole host of complex interfaces and integration with existing LBE systems, especially for document management and CRM

3.5. Options Appraisal

3.5.1. It is important that we now re-assess the direction of this programme to ensure that it still represents value for money and that the current solution, Civica Cx, is still the right one for the business and our customers.

3.5.2. Regardless of the outcome of this exercise, the Housing Systems Programme is still required to carry out the other necessary work related to housing systems, including:

- GDPR Compliance
- Migration of documents from the out-of-support EDMS, ICLipse, to Sharepoint

3.6. Progress Update

3.6.1. A great deal of progress has been made towards the main housing system Cx going live and the Central IT Project Team, along with the supplier, Civica, are now preparing to build Cx in the hosted environment. In addition, a variety of statutory changes affecting this area need to be incorporated.. These changes include GDPR Compliance, the Homelessness Reduction Act, Enfield Allocations Scheme and Universal Credit. To match these changes, a number of additional systems, interfaces and modules are required for Cx to be implemented. These are subject to on-going scoping and will be the subject of a future DAR.

3.6.2. In the meantime, the implementation timeline has been extended with the go-live date pushed back from February 2018 to October 2018 to

Housing Systems Programme (incl. Civica Housing Cx) request for urgent funding

incorporate the response to the above changes and in addition to accommodate:

- a need to avoid year end
- challenges involved in interfacing with 3rd party repairs contractor systems
- various necessary improvements to the Enfield environment
- establishing the appropriate level of business involvement and ownership
- major resourcing challenges and changes in governance arrangements due to multiple restructures and significant staffing changes across the Council.

3.6.3. However, if we delay the go-live date any further we may incur significant costs, predominantly due to needing to extend two server platforms (Sun Gard and Oracle) involved in keeping the current housing system Northgate in support, as well as the cost of extending Northgate itself. In addition, delays could be expensive contractually due to the nature of our relationship with Civica.

3.6.4. For a Programme Plan please see *Appendix 2: Programme Plan*. Please note: the blue items are those that were included in the original project plan for the Civica Housing Cx Migration Project and everything else has been included since the Housing Systems Programme was set up in June 2017.

3.7. Homelessness Reduction Act IT Solution

3.7.1. Although the focus of this programme is Civica Cx there are various subsidiary systems and complex interfaces that need to be in place to implement Cx. In addition, due to a variety of statutory changes affecting this area we are working with colleagues in Transformation to ensure best fit of solutions to respond to these. As set out below, we are recruiting a Business Analyst to carry out an options appraisal, particularly around the IT solutions to help us respond to the Homelessness Reduction Act. This will include looking at whether it makes more sense to deliver this functionality through Cx or through another or a combination of other systems.

3.7.2. Although we have bought a Homelessness module in Cx we are still considering whether this is the best solution for this service. As part of this programme we need to work with the business to ensure best fit of systems to requirements based on proper market testing, as well as analysis of the services and their processes, as well as the direction of travel. As part of this we will be reviewing whether it is best to include within one system (Cx) IT for Homelessness Prevention, Assessment and Allocations (including CBL) or whether one or more of these services should have their own dedicated system that interfaces appropriately with the main housing system.

3.8. Resourcing Requirements

Housing Systems Programme (incl. Civica Housing Cx) request for urgent funding

3.8.1. There is an urgent need for extra resources brought about by the initial scoping of resources focusing solely on Civica's resources and internally only ICT resources involved in the initial IT implementation. Funding is required to backfill staff in the existing Housing IT Team and Business Champions. However, most urgently we need to address a technical skills gap if we are to ensure delivery of service improvements and opportunities for cost savings through streamlining and efficiency savings are achieved.

3.8.2. The resourcing recommendations below have been arrived at following extensive consultations with the Programme Sponsor (Madeleine Forster), Senior Stakeholders (including Catherine Charlton, Sally McTernan & Valerie Pearce), the Head of IT (Nadira Hussain), the Senior Supplier (Lynne Mattei), the PMO (Sarah Tapper) and various members of Transformation.

3.8.3. The resourced we need currently are:

3.8.3.1. Business Analyst – Homelessness & Assessment

3.8.3.1.1. Two Business Analysts are needed to define the additional business requirements that have emerged since the original specification of Cx, using best practice analytical tools such as lean process mapping, gap analysis options appraisals, to ensure we find the best fit of systems to these additional requirements.

3.8.3.1.2. The first BA will work with the Homelessness Prevention Programme, mapping out and capturing the business requirements brought about by the Homelessness Reduction Act. They will carry out a gap analysis and options appraisal to ensure the best fit of systems to business need, particularly regarding whether it is best to deliver IT for the Homelessness Reduction Act within Cx or to procure and deliver separate systems. They will work closely with the Homelessness Prevention Programme as well as the Homelessness Service to do this, whose job it will be to ensure LBE stays abreast of any governmental funding, statutory changes and opportunities for collaboration with other boroughs.

3.8.3.1.3. This will enable us to respond effectively to the challenging timeline and implications for the service of the Homelessness Reduction Act. This Business Analyst covers all Gateway Services within the scope of this Programme – mainly Assessment and Allocations. They will also cover the "to-be" process mapping and IT specification for the Enfield Allocation Scheme.

3.8.3.2. Business Analyst – Housing & Repairs

Housing Systems Programme (incl. Civica Housing Cx) request for urgent funding

3.8.3.2.1. A second Business Analyst is needed to cover Council Housing and Repairs – primarily based in Edmonton. They will assist with the delivery of Cx, ensuring we make best use of this opportunity to improve business processes. Although the system has been selected, we need to understand how the new system will change ways of working in the services and “to-be” processes need to be mapped to ensure the business is ready for the new system.

3.8.3.2.2. Apart from working with the business mapping processes and workflows, more detailed analysis is also needed regarding the secondary and linked systems associated with Cx. For example, with all the changes to the customer platform since Cx was procured, we need to map the requirements for self-service and find the best solution(s) to meet these.

3.8.3.2.3. Repairs is also a particular area of risk as not only do we need to implement an entirely new system (the Repairs Diagnostic Tool) but we are still reviewing our options for interfacing with the four main 3rd party repairs contractors’ systems, and have not yet found a solution that replaces anywhere near the current level of functionality provided by Northgate. The potential risks of this area of work cannot be underestimated, both financially and in terms of impact on service quality and an options appraisal and impact assessment needs to be carried out.

3.8.4. IT Project Manager – EDMS & GDPR

3.8.4.1. We also need an extra IT Project Manager to manage delivery of a number of subsidiary implementations and complex interfaces. Although they will mainly focus on EDMS and GDPR they will manage a portfolio of smaller projects, including:

- Identify and implement a document management system (EDMS)
- Migration of documents from the existing document management system no longer in support (ICLipse)
- Design and delivery of a bespoke SQL Archiving solution
- Integration with the Customer Platform
- Implementation of subsidiary systems and re-configuration of Northgate for the Homelessness Reduction Act and the Enfield Allocation Scheme

3.8.5. Technical ICT Support

3.8.5.1. Lynne Mattei, Senior User, has recommended that we set aside funding for overtime for the existing BAU ICT support staff over the course of the programme. In addition, extra technical support will be

needed if we require extra data migrations (which is likely) and to implement the many subsidiary systems.

3.8.6. Backfilling Business Champions

3.8.6.1. We are currently working with Council Housing colleagues to ensure we capture existing knowledge and experience within the business from previous Housing IT implementation projects elsewhere and it is likely we will take on two FTE members of staff on a 6-12 month basis to assist with data cleansing, configuration and testing.

3.8.7. Data Management & GDPR Compliance

3.8.7.1. We had a significant skills gap around data management and specifically GDPR Compliance. We must have a resource to work through the implications of this for housing. An internal secondment has been identified from Council Housing to cover this.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1. Remaining with Northgate

4.1.1. Due to corporate and statutory changes, many significant improvements to our housing IT are necessary regardless of which housing system we are using. These include:

- Achieving GDPR compliance for all our processes and data
- Providing IT for the Homelessness Reduction Act
- Migrating all documents to the corporate EDMS as the current EDMS (ICLipse) is out of support which represents a major security risk
- The need to channel shift and digitilise our services
- Reducing the unmanageably high demand on customer Services through enabling repairs customers to self-serve
- The urgent need to streamline business processes to make them leaner and more achievable within increasingly reduced resources

4.1.2. It is estimated that if we were to remain with Northgate as our main housing system we would still need to spend nearly double what we have already committed and/or spent on the Civica Cx implementation, as agreed in the previous DAR in April 2016. This would be a saving of just under a third of the forecast spend and this would not be commensurate with the loss to the Council of losing the chance to upgrade their housing system, in terms of efficiency-savings, reduced on-going IT support costs, future-proofing our technology and enabling far better services to our customers.

4.1.3. Of the funds requested in this DAR, we would still need more than 50% if we were to remain with Northgate - for additional resources and the Repair Diagnostic Tool to achieve the above.

Housing Systems Programme (incl. Civica Housing Cx) request for urgent funding

4.1.4. Civica Cx was purchased prior to the benefits to the business being identified. One of the resources we are requesting in this DAR is a business analyst whose role it will be to map and streamline the processes and identify the business requirements. Based on this work we will be able to gain a much better understanding of the gap between the current and the required future state and how well Cx helps to close it. Notwithstanding this, it is understood that Cx will bring a host of universally understood benefits including but not limited to:

- Putting the customer at the heart of all our processes
- Greater automation
- Workflow that can be configured by the end-user
- Google-style search engine
- Externally hosted software reducing on-going in-house IT support costs
- An estates management module that will provide a step-change in the quality of the housing management service

4.1.5. Thus, it is felt that to give up this system at this point and lose the funds already committed/spent on it would not provide best value to the housing services and their customers. It is for this reason that we recommend proceeding with the suggested course of action for now and re-assessing the direction of travel based on a refreshed business case and properly researched options appraisal, in January 2018.

4.2. Other Approaches to Programme

4.2.1. We have also considered the following approaches to the programme including:

- Negotiate an exit route from the contract with Civica, gain a strategic understanding of where the business needs to go to provide the best and most efficient services possible for customers, re-engineer the processes accordingly and select a system based on a set of business requirements that will ensure systems enable the strategic vision to be achieved
- Stay in contract with Civica but deliver Cx 6 months later (from Oct '18 to Apr '19), carry out the same service re-design described in option 2 but based on an understanding of Cx and in collaboration with Civica to ensure that Cx is aligned to the strategic direction of the services and business processes are lean

4.2.2. However, it is not possible to ascertain the likely comparative costs of these alternatives due to currently very minimal resources without risking further delays to the programme as well as possibly weakening our position in the relationship with the supplier. In addition, this DAR relates only to

urgent items that are necessary not just for the implementation of the new housing system, but for Enfield to comply with various statutory changes, such as GDPR. Thus, it is recommended that for now we continue with this programme and carry out the urgent activities and recruitments detailed in this DAR.

4.3. Repair Diagnostic Tool

4.3.1. A diagnostic tool is required to reduce the volume of calls to the customer service centre through channel shifting. This will ensure we can provide a decent repairs service to customers and mitigate against critical capacity overload. An alternative option would be to increase customer services staff but this would cost far more. An IT solution is needed to achieve the same quality of service currently provided and ensure value for money, including enabling self-service repairs reporting by the customer.

4.4. Resourcing

4.4.1. We have carried out a thorough review of the resourcing requirements and best options for filling the skills gaps. The options looked at include:

- Secondments of existing staff
- Employing PAYE staff on fixed term contracts
- Contractors
- Extending the timeline of the programme

4.4.2. Extending the timeline any further could lead to significant cost increases due to our contractual relationship with Civica, Northgate, and the platforms required to run Northgate. Thus, we have identified a combination of internal secondments wherever possible and the recruitment of three contractors where technical skills are required urgently, as set out above.

4.4.3. We are looking for opportunities to second existing members of staff wherever possible and we are going to advertise the posts currently out to agency staff internally. We are working closely with HR to ensure all recruitments and secondments are carried out according to corporate protocols and that the costs of these resources are kept to a minimum whilst maximising on the opportunities to draw the talent required into these posts. We have already identified two internal recruitments, saving the programme £10,000s, and we are considering a third.

5. REASONS FOR RECOMMENDATIONS

5.1. As highlighted in the original DAR, a Repair Diagnostic Tool is required to reduce the volume of repairs calls to the overloaded customer services centre, and as an enabler of the Repairs Service, that is both compatible with the new

Housing Systems Programme (incl. Civica Housing Cx) request for urgent funding

housing system, Cx, and the customer platform. The suggested system, Active Housing, meets these requirements and represents value for money.

5.2. Since approval was granted to proceed, a number of significant corporate and statutory changes have taken place. This has made it necessary to reassess the scope of work required for the successful implementation of the new housing system. This has revealed that, in addition to the secondary systems mentioned in the original DAR, there are other systems that must be delivered and activities that need to be carried out in a coordinated, integrated manner. We also require additional resources to respond to these changes.

5.3. There is a significant skills gap that needs to be filled to ensure the successful delivery of this programme in a timely manner. Due to the scale of change and the risks of this programme it is essential that we resource it sufficiently and appropriately.

6. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

6.1. Financial Implications

6.1.1. All financial information is provided in Part 2 of this report.

6.2. Legal Implications

6.2.1. Section 1 of the Localism Act 2011 permits the Council to do anything that individuals generally may do provided it is not prohibited by legislation and subject to Public Law principles.

6.2.2. There is a proposal to procure, and implement a system, which in turn will involve awarding a contract to the company chosen to supply that system. Provided that the procurement exercise, as cited in the report, has been progressed in accordance with the requisite principles of transparency, equal treatment, and non - discrimination, and the Council's Contract Procedure Rules ("CPR"), there should be negligible, if any, risk to the Council in procuring and awarding the contract to the company, as proposed.

6.2.3. The resultant contract must be in a form agreed by the Assistant Director, Legal and Governance Services.

6.3. Central IT Implications

Housing Systems Programme (incl. Civica Housing Cx) request for urgent funding

6.3.1. Currently, Central IT support Northgate Housing system and the repair diagnostic tool Repair Finder. Following go-live of Civica Cx and the selected repair diagnostic tool, Active Housing, the same team will continue to support the new housing systems and any associated systems.

6.3.2. The on-going support costs will be taken from the Housing Revenue Account (HR00050) and transferred to the ICT Revenue Budget (FG00227).

6.4. Procurement Implications

6.4.1. All of the staffing resources/contractors identified in this report are either LBE internal secondments or recruited through the Matrix contract. Details of the Repair Diagnostic Tool procurement can be found in Part 2 of this report.

7. KEY RISKS

Risk	Likelihood	Impact	Score	Controls
IF all the new systems and ways of working are implemented at the same time, then UAT could take a lot longer than originally planned so this could delay go-live	4	4	16	TREAT: Agree funding for backfilling of testers, Ensure UAT planning is carried out thoroughly, Sign off for UAT is clear and concise, Review if any modules or functions or secondary systems can be introduced early or late
Budget is still subject to further scoping of the work and products required (due to the scale of the programme and lack of detail in original scope). IF the additional budget requirements are not agreed and the next DAR isn't approved then not all the project scope can be delivered.	3	5	15	Budget is still subject to further scoping of the work and products required (due to the scale of the programme and lack of detail in original scope). IF the additional budget requirements are not agreed and the next DAR isn't approved then not all the project scope can be delivered.
The Return on Investment (ROI) wasn't confirmed on	5	4	20	TREAT: - Accept some of the

Housing Systems Programme (incl. Civica Housing Cx) request for urgent funding

project start-up. IF sufficient return on Investment cannot be identified then it may not be possible to fully justify the business case for the solution which could jeopardise corporate commitment.				demonstrable cashable and non-cashable benefits were not identified at start-up and therefore cannot be measured - ensure cashable and non-cashable benefits are identified for all future funding.
If the Business do not take ownership of system then successful take-up will not occur	4	4	16	TREAT: Ensure thorough engagement with business users through the Business Change stream including, appointing Business Champions, Stakeholder engagement at programme boards, Business Testers and Business Trainers
If appropriate additional resources are not recruited in a timely manner key milestone may not be delivered on time or at all, leading to further delays or the quality of the products suffering	3	5	15	TREAT: - All work to recruit needs to take place in a timely manner and engaging with decision makers to obtain funding is taking place to optimise the speed the funding is approved. - Ensure resources are recruited as soon as funding is approved
IF the Business Champions etc do not have the time to participate adequately in the project activities they are required to carry out, then milestones may slip and/or decisions might need to be made without business sign-off. This could lead to the potential for the business not to be buy into the final products and/or the final products not meeting business requirements	4	5	20	TREAT: - Ensure business champions are given enough time to carry out the project duties - Ensure backfilling is provided where necessary for Business Champions. - Agree a budget for backfilling
If the Repair Diagnostic Tool is not procured then	5	4	20	Ensure approval for funding of Repair Diagnostic Tool is agreed

Housing Systems Programme (incl. Civica Housing Cx) request for urgent funding

<p>the solution will not have an internet enabled method for Tenants to report their repairs directly. This will cause continued high call volumes for the customer service desk who currently raise all repairs for tenants.</p>				<p>- Manage business expectation that if no tool is provided then an internet enabled solution will not be possible.</p>
<p>To enable the Repair Diagnostic Tool to work through the customer platform a separate development of Enfield connect is required. Funding for this has been requested from the transformation programme of works. IF this is not approved at DMB then funding will need to be arranged from elsewhere or functionality dropped.</p>	<p>3</p>	<p>4</p>	<p>12</p>	<p>Ensure DMB request for funding is fully scoped and covered - Alternatively to above add a contingency to the next DAR - Limited functionality may need to be implemented if no Customer Platform interfacing is provided.</p>

8. IMPACT ON COUNCIL PRIORITIES

8.1. Fairness for All

8.1.1. By providing the technology required to meet the requirements of the Homelessness Reduction Act, this programme will contribute to the prevention of homelessness in the borough. It will also provide better allocations and assessment tools, ensuring the Council is better equipped to allocate Council Housing and Temporary Accommodation to those who really need it.

8.2. Growth and Sustainability

8.2.1. This system change provides an opportunity to streamline processes, making working practices leaner and more efficient. Civica Cx is the latest Housing System technology, providing staff with the tools they need to do their job efficiently and effectively, such as workflow and user dashboards.

8.2.2. Civica Cx will also provide the tools required for Housing Gateway Ltd to manage its private rented accommodation and thus will contribute to bringing income into the Council.

8.3. Strong Communities

8.3.1. This system will enable the Council to continue to improve the quality of its Housing Service, ensuring it has the IT required to provide a decent standard of living for all its residents. This will be made possible through a combination of channel shifting and digitalisation opportunities for customers, improved reporting tools, a wider range of functionality better suited to the broad range of services provided, and staff being more able to tailor their systems around the key role they play in supporting Enfield's communities.

8.3.2. We are also exploring opportunities to involve residents in the vision for the future of the housing service this system change provides, through the Business Change workstream.

9. EQUALITIES IMPACT IMPLICATIONS

9.1. It is not deemed relevant or proportionate to carry out an equality impact assessment for the approval of this report to procure and implement the Housing Systems Programme. However, it should be noted that any contracts awarded should include a duty on the successful applicant to assist us with meeting our obligations under the Equalities Act 2010.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

10.1. We are working with business representatives to ensure all reporting requirements for the service are understood and met. Civica Housing Cx provides a flexible and industry-standard reporting tool (SSRS) and we are working closely with the PowerBI

11. HEALTH AND SAFETY IMPLICATIONS

11.1. Housing is fundamental to improving and maintaining the health of the public. Systems and processes to improve and maintain the quality of housing are therefore crucial to this.

12. HUMAN RESOURCES IMPLICATIONS

12.1.1. All resource requirements identified in this report are in addition to existing structures and roles, and therefore no one will be displaced as a result. Some of the roles could be offered as developmental opportunities to existing staff, depending on timescales.

Housing Systems Programme (incl. Civica Housing Cx) request for urgent funding

12.1.2. Recruitment to the post detailed in this report will need to follow Council process. Any new roles will need to be evaluated using the Council's JE system.

12.1.3. Any agency or interim support will need to go through the appropriate authorisation process and sourced via Matrix.

13. PUBLIC HEALTH IMPLICATIONS

13.1. Housing is fundamental to improving and maintaining the health of the public. Systems and processes to improve and maintain the quality of housing are therefore crucial to this.

14. PROPERTY IMPLICATIONS

14.1. Corporate property surveyors have access to Northgate for the Right to Buy Valuations, so we will need to ensure they can access the equivalent functionality in Cx.

14.2. Otherwise, there are no implications for corporate property as the scope of this system change relates only to Council Housing's responsive repairs system, and not their asset management system, much less the corporate property system. The link between Council Housing and Corporate Property management will continue as-is via the respective asset management teams:

Background Papers - None

APPENDIX 1: Programme Definition Document

APPENDIX 2: Programme Plan

Housing Systems Programme

Vision:

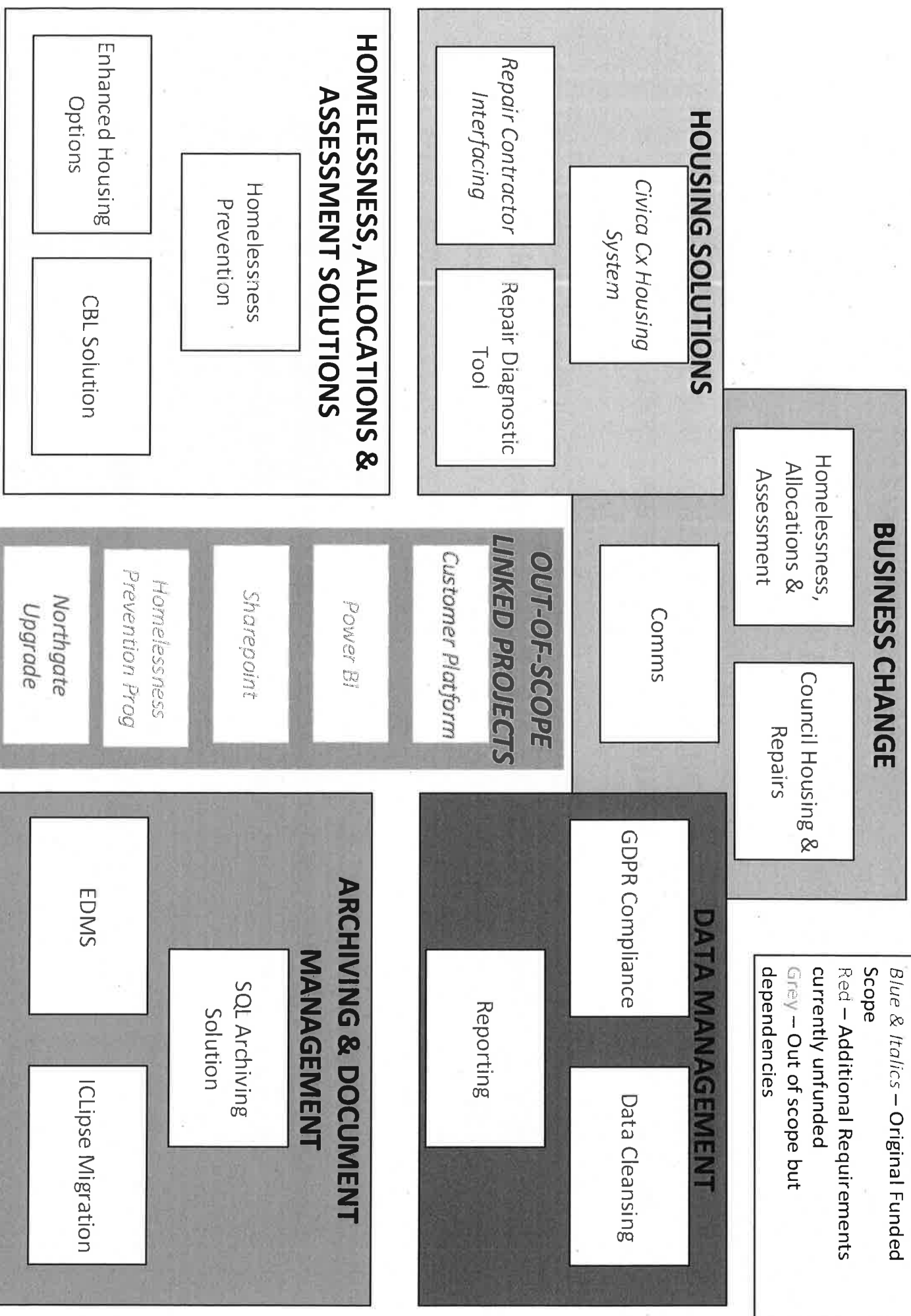
To deliver systems that enable us to develop and maintain modern, effective and efficient housing and homelessness services for residents.

High-level Business Objectives:

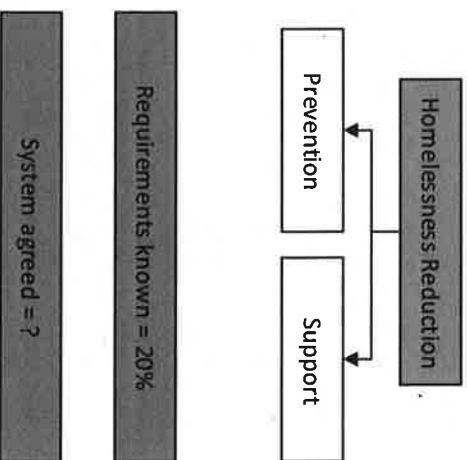
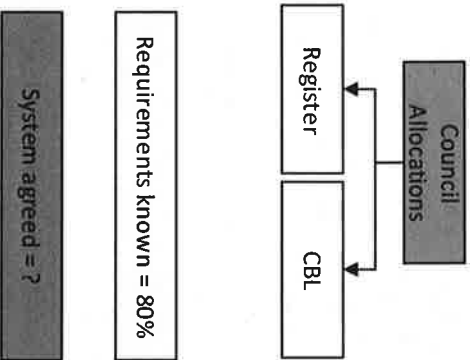
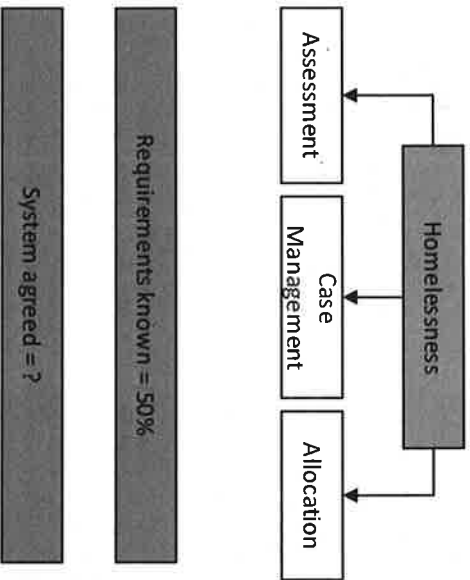
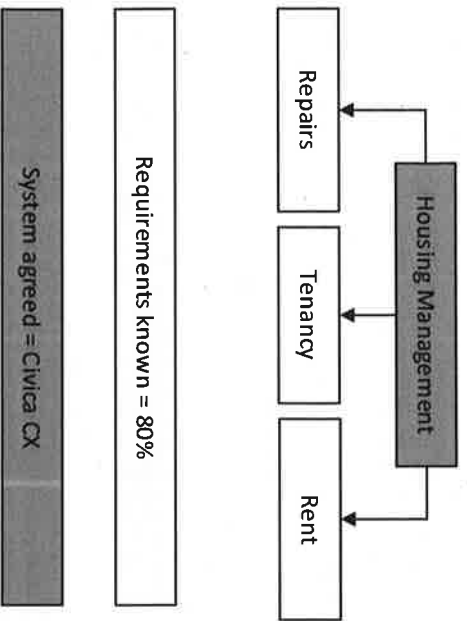
- Improve the quality of the service provided to all our housing and homelessness customers, empowering and enabling self-sufficiency
- Using data and cutting-edge technology to optimise business decisions
- Provide the tools needed to manage housing demand and reduce the need for and overall spend on temporary accommodation
- Improve the staff and customer culture around the use of IT to make IT feel like their “best-friend”
- Make it easier to manage the work through improved reporting functionality
- Deliver significant efficiency savings, especially through channel shifting, streamlining business processes and more flexible working

HOUSING SYSTEMS PROGRAMME

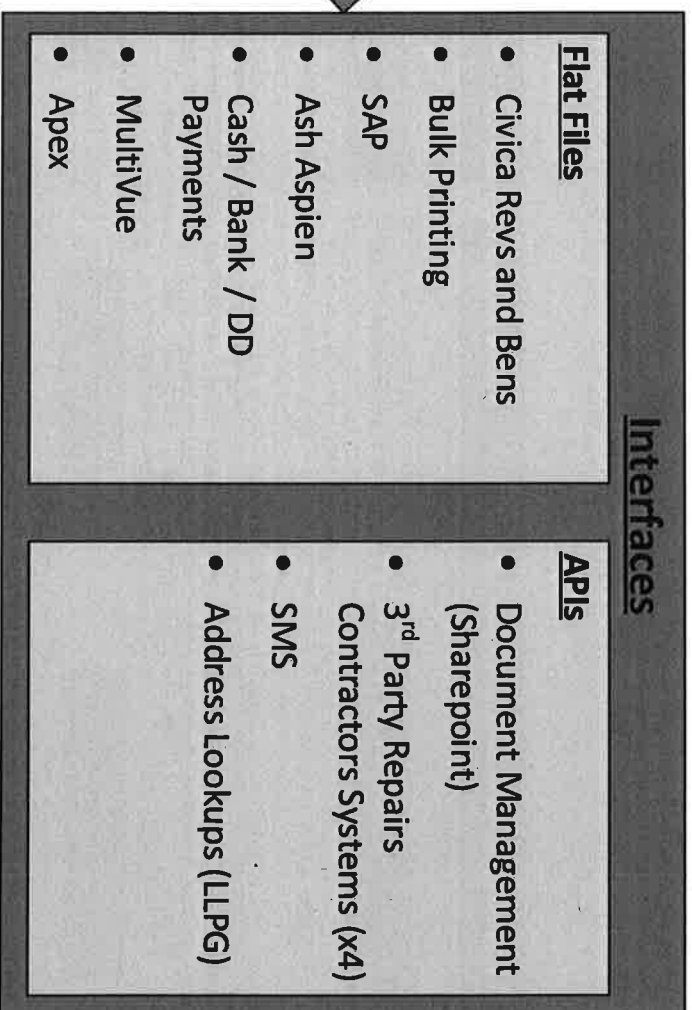
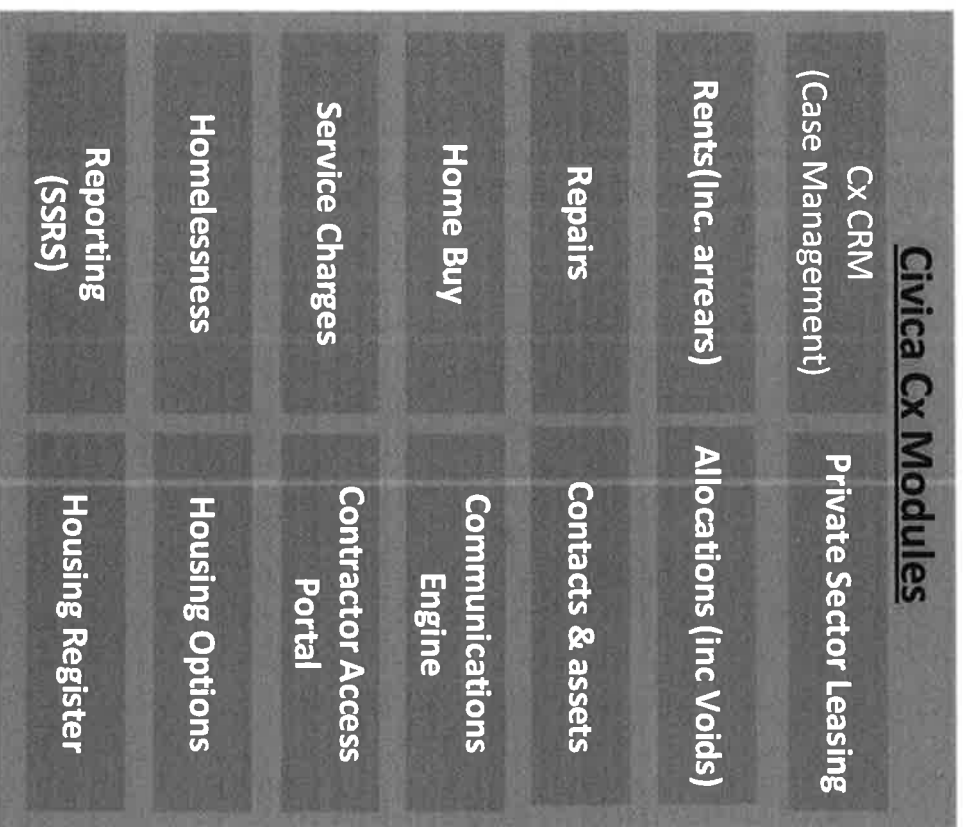
Key:
Blue & Italics – Original Funded Scope
 Red – Additional Requirements currently unfunded
 Grey – Out of scope but dependencies



Housing Systems Programme - Business Requirements Gathering



Housing Systems Programme - Purchased Modules and Interfaces



Housing Systems Programme – Additional Items Required

Additional Civica Modules/ Systems

Choice Based Lettings

Enhance Housing Options

Workflow 360 (?)

Additional Non-Civica Products

Repair Diagnostic Tool
(Active Housing)

SQL Archiving Solution
(ICT Developed)

Additional Interfaces

Corporate Power BI

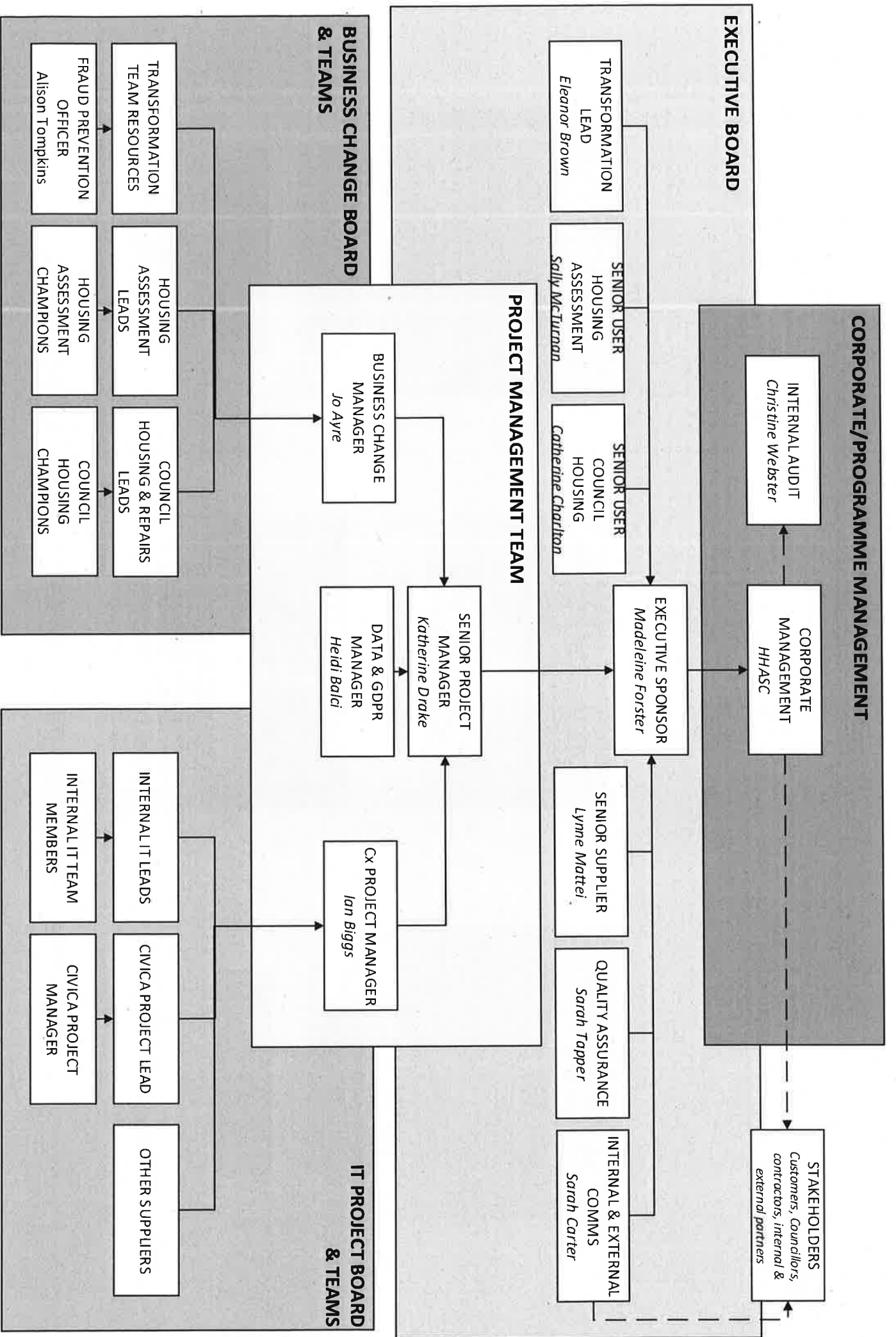
Customer Platform
(Repairs, Rents OS etc.)

Additional Activities

GDPR Compliance

IClipse Migration

Repairs Contractor
Systems Changes (x4)



HOUSING SYSTEMS IMPLEMENTATION – ORGANISATIONAL CHART

CORPORATE/PROGRAMME MANAGEMENT

- Approve Project Mandate and PM approach
- Provide funding
- Receive regular updates
- Review the project as necessary

EXECUTIVE BOARD

- Provides the Project Mandate and overall direction and decision-making for the project
- Approves the budget agrees major plans and spend
- Signs off milestones/gateways
- Authorises any changes that exceed the tolerances set
- Manages relationships with other projects and programmes

PROGRAMME MANAGEMENT TEAM

- Facilitates decision-making across the project, co-ordinates the different work-streams and brings everyone together to achieve shared objectives
- Works on behalf of Exec Board to manage the day-to-day running of the project to agreed specifications and within agreed tolerances
- Manages the Project Plan and Budget
- Ensures the products/outcomes are delivered on time and within budget and will lead to the expected benefits
- Manages the Business Change Group and IT Project Board

BUSINESS CHANGE BOARD

- Reviews requests and proposals for changes put forward by the Champions
- Agrees changes that are within tolerances and makes recommendations to the Exec Board for any changes that exceed tolerances
- Manages the relationship with other Transformation projects and programmes

IT PROJECT BOARD

- Supplies products required to achieve agreed benefits
- Manages the relationships with external suppliers
- Responsible for all technical aspects of the project
- Makes technical decisions within agreed tolerances and makes recommendations to the Exec Board
- Manages the relationship with other Central IT projects and programmes

BUSINESS CHAMPIONS

- Represents the customers' and users' needs and expectations
- Defines the benefits the project is required to deliver
- Facilitates business and culture change to ensure the successful take up of the new systems

IT PROJECT TEAMS

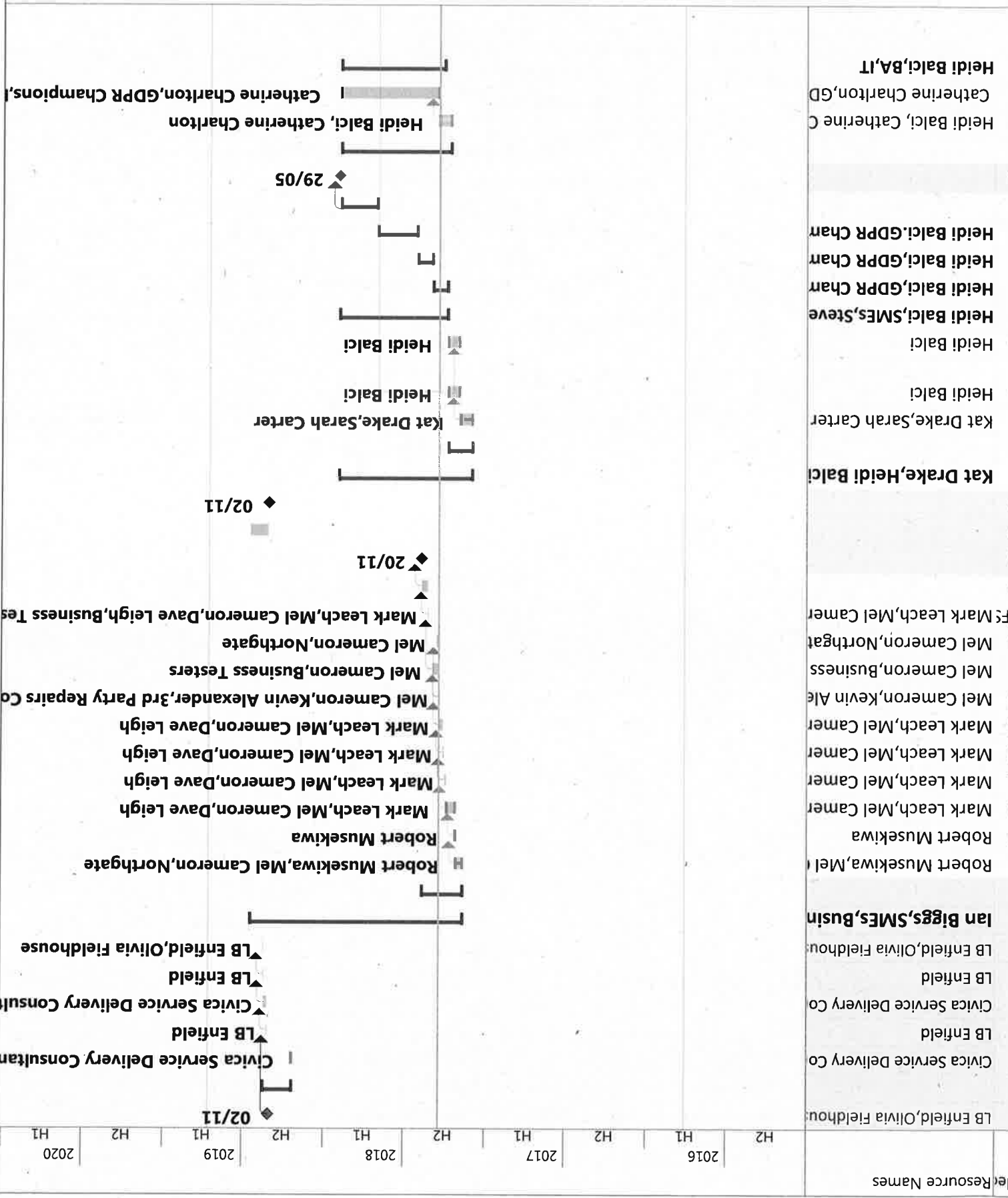
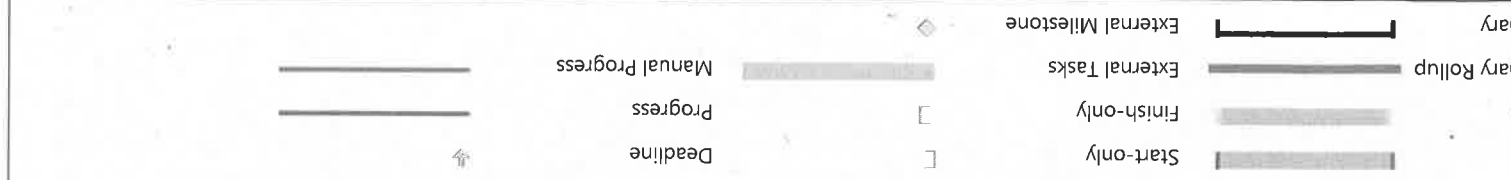
- Supply the products needed to achieve the agreed benefits
- Provide specific technical expertise
- Teams composed of LBE staff and external suppliers

ID	Task Mod	Task Name	Duration	Start	Finish	Pre
1		Housing Systems Programme	755 da	Mon 04/04/16	Tue 19/03/19	
2		Programme Management	132 days	Mon 01/05/17	Thu 02/11/17	
3		Refresh Project Mandate, Objectives and Organisation	20 days	Mon 01/05/17	Fri 26/05/17	
4		Establish Project Team	40 days	Mon 29/05/17	Fri 21/07/17	3
5		Exec Board established	25 days	Mon 29/05/17	Fri 30/06/17	3
6		Recruit extra resources	77 days	Mon 17/07/17	Wed 01/11/17	
11		Extra resources procured	0 days	Thu 02/11/17	Thu 02/11/17	10
12		Business Change Project	161 da	Tue 23/05/17	Mon 15/01/18	
13		Project Initiation - Change Board , Champions & Processes	128 days	Tue 23/05/17	Mon 20/11/17	
14		Re-establish Change Board	20 day	Mon 03/07/17	Mon 31/07/17	
18		Agree Business Champions	72 day	Mon 05/06/17	Wed 13/09/17	
24		Overview of the Business Processes in Scope	128 da	Tue 23/05/17	Mon 20/11/17	
41		Homelessness, Allocations & Assessment Business Change	109 days	Mon 10/07/17	Mon 11/12/17	
42		Agree timeline for Homelessness Reduction Act solution	20 days	Mon 10/07/17	Fri 04/08/17	
43		Review Cx products	6 days	Thu 21/09/17	Thu 28/09/17	
46		Market Testing	10 days	Thu 14/09/17	Wed 27/09/17	
47		Map To Be Business Processes and Customer Journey	20 days	Fri 29/09/17	Thu 26/10/17	43
48		Write Business Requirements	10 days	Fri 27/10/17	Thu 09/11/17	47
49		GAP Analysis and Options Appraisal	10 days	Fri 10/11/17	Thu 23/11/17	48
50		Review & confirm solutions	10 days	Fri 24/11/17	Thu 07/12/17	49
51		Business sign-off	0 days	Fri 08/12/17	Fri 08/12/17	50
52		Homelessness, Allocations and Assessment Business Change Complete	0 days	Mon 11/12/17	Mon 11/12/17	51
53		Housing Business Change	110 da	Wed 02/08/17	Mon 15/01/18	
54		Review & Complete As-Is	30 days	Wed 02/08/17	Wed 13/09/17	18,
55		Review Cx	10 days	Thu 14/09/17	Wed 27/09/17	54,
56		Create Business Requirements	40 days	Thu 28/09/17	Wed 22/11/17	55,
57		Create To-Be Processes	30 days	Thu 23/11/17	Fri 12/01/18	56
58		Housing Business Change Work Complete	0 days	Mon 15/01/18	Mon 15/01/18	57
59		Homelessness, Assessment & Allocations IT Solutions	288 days	Mon 31/07/17	Tue 25/09/18	
60		Homelessness Reduction Act IT Solutions	230 day	Mon 31/07/17	Wed 04/07/18	
61		Milestones	19 days	Mon 05/03/18	Mon 02/04/18	
62		<i>Code of Guidance released</i>	<i>0 days</i>	<i>Mon 05/03/18</i>	<i>Mon 05/03/18</i>	
63		Minimum Viable Product & Business Change established	0 days	Mon 02/04/18	Mon 02/04/18	
64		HRA Live	0 days	Mon 02/04/18	Mon 02/04/18	

Project: Housing Systems Imple Date: Fri 13/10/17	Task		Project Summary		Manual Task
	Split		Inactive Task		Duration-only
	Milestone		Inactive Milestone		Manual Sum
	Summary		Inactive Summary		Manual Sum

ID	Task Mod	Task Name	Duration	Start	Finish	Pre
134	✓	Cx Overview Training (8 attendees)	1 day	Mon 21/11/16	Mon 21/11/16	
135		Cx Core Modules Design	254 day	Thu 24/11/16	Wed 15/11/17	13
166		Interfaces Design	285 day	Mon 21/11/16	Wed 03/01/18	13
199		Data Migration Design	318 day	Tue 25/10/16	Tue 23/01/18	
215		Design complete	0 days	Tue 20/02/18	Tue 20/02/18	19
216		Rediscovery & Review Design Decisions	275 da	Mon 26/09/16	Mon 16/10/17	
217		Review of Discovery	10 days	Mon 26/09/16	Fri 07/10/16	
218		Plan & Organise Rediscovery Workshops / Training Videos	5 days	Mon 10/10/16	Fri 14/10/16	21
219		Hold Rediscovery Activities	20 days	Mon 17/10/16	Fri 11/11/16	21
220		MS1 - Project Initiation/Solution Scoping Complete	0 days	Mon 16/10/17	Mon 16/10/17	12
221		Build	483 da	Wed 31/08/16	Tue 24/07/18	
222		Cx Core Modules	323 day	Wed 22/03/17	Tue 03/07/18	
276		Repair Diagnostics System	272 day	Tue 23/05/17	Fri 22/06/18	
285		Service Charges	116 day	Wed 07/02/18	Tue 24/07/18	
290		Bespoke Reporting	185 day	Fri 21/07/17	Thu 19/04/18	
295		Repairs Contractor Interfacing	246.5 d	Wed 01/03/17	Tue 20/02/18	
317		Customer Platform amendments	30 days	Mon 08/01/18	Fri 16/02/18	
319		Interfaces - Build	401 day	Wed 31/08/16	Mon 26/03/18	
393		Printing	256 day	Mon 01/05/17	Wed 09/05/18	
403		Data Migration	145 da	Mon 15/01/18	Thu 09/08/18	
404		Pass One	52 days	Mon 15/01/18	Tue 27/03/18	
416		Pass Two	31 days	Mon 30/04/18	Wed 13/06/18	
425		Pass Three (contingency)	31 days	Thu 28/06/18	Thu 09/08/18	
434		Acceptance Testing	341 da	Tue 23/05/17	Fri 28/09/18	
435		Testing Preparation	305 day	Mon 29/05/17	Wed 15/08/18	
440		User Acceptance Testing	45 days	Fri 22/06/18	Thu 23/08/18	439
443		Disaster Recover Internal Test (Civica)	5 days	Thu 26/07/18	Thu 02/08/18	442
448		Cutover Plan Preparation	341 day	Tue 23/05/17	Fri 28/09/18	
451		MS4 - User Acceptance Testing Complete	0 days	Fri 28/09/18	Fri 28/09/18	450
452		Training	341 da	Tue 23/05/17	Fri 28/09/18	
453		Training Preparation	302 day	Tue 23/05/17	Fri 03/08/18	
459		Commence End User Training	0 days	Fri 24/08/18	Fri 24/08/18	441
460		End User Training (subject to detailed plan)	5 wks	Fri 24/08/18	Fri 28/09/18	453
461		MS5 - End User Training Complete	0 days	Fri 28/09/18	Fri 28/09/18	460
462		Go-Live	74 day	Mon 23/07/18	Fri 02/11/18	
463		Service Charges Year End - Avoid!	29 days	Mon 23/07/18	Fri 31/08/18	
464		Cutover Preparation	10 days	Mon 03/09/18	Fri 14/09/18	
468		Go Live	20 days	Mon 17/09/18	Fri 12/10/18	467
476		Post Go Live	15 days	Mon 15/10/18	Fri 02/11/18	

Project: Housing Systems Imple Date: Fri 13/10/17	Task		Project Summary		Manual Task
	Split		Inactive Task		Duration-only
	Milestone		Inactive Milestone		Manual Summ
	Summary		Inactive Summary		Manual Summ



ID	Task Mod	Task Name	Duration	Start	Finish	Pre
525		Review requirements for on-going GDPR compliance	45 days	Mon 02/10/17	Fri 01/12/17	
526		Options Appraisal for automating on-going compliance	20 days	Mon 04/12/17	Tue 09/01/18	52
527		Agree solution	20 days	Wed 10/01/18	Tue 06/02/18	52
528		Implement automated on-going compliance solution	75 days	Wed 07/02/18	Fri 25/05/18	52
529		GDPR Live	0 days	Fri 25/05/18	Fri 25/05/18	
530		SQL Data Archiving Solution (for Data Not Moving to Civica)	452 days	Mon 16/01/17	Fri 26/10/18	
531		Initial scoping	60 days	Mon 16/01/17	Fri 07/04/17	
532		Data analysis of Northgate	60 days	Mon 10/04/17	Fri 30/06/17	53
533		Produce LLD for SQL Archiving Solution	40 days	Thu 08/03/18	Fri 04/05/18	50
534		Design and Build Database	100 day	Tue 08/05/18	Wed 26/09/18	53
535		Migration	10 days	Mon 15/10/18	Fri 26/10/18	47
536		EDMS (including ICLipse Replacement)	550 da	Mon 16/01/17	Tue 19/03/19	
537		New EDMS	295 day	Mon 16/01/17	Wed 14/03/18	
547		ICLipse Migration	364 day	Wed 04/10/17	Tue 19/03/19	
552		Comms	376 da	Mon 12/06/17	Thu 06/12/18	
553		Start up Comms Team	26 days	Mon 12/06/17	Mon 17/07/17	
554		Comms Planning	40 days	Tue 18/07/17	Tue 12/09/17	55
555		Highlight Reports	350 day	Tue 18/07/17	Thu 06/12/18	55
556		General Updates to Housing Staff	350 day	Tue 18/07/17	Thu 06/12/18	55
557		Cx Familiarisation activities	80 days	Mon 11/06/18	Mon 01/10/18	
558		Reporting	140 da	Thu 07/12/17	Fri 06/07/18	
559		Report Scoping and Definition	80 days	Thu 07/12/17	Tue 10/04/18	
563		Build reports	60 days	Wed 11/04/18	Thu 05/07/18	
567		Reporting Complete	0 days	Fri 06/07/18	Fri 06/07/18	56
568		Payment Milestones	586 da	Mon 01/08/16	Fri 16/11/18	
569		Payment Milestone 1 - 50% on signing of the Call Off	0 days	Mon 01/08/16	Mon 01/08/16	
570		Payment Milestone 2 - 30% upon handover to the Cu	0 days	Sat 31/03/18	Sat 31/03/18	
571		Payment Milestone 3 - 20% one month after go-live o	0 days	Fri 16/11/18	Fri 16/11/18	
572		Statutory & Corporate Milestones	406 da	Wed 14/06/17	Sat 26/01/19	
573		Enfield Allocation Scheme	153 da	Wed 14/06/17	Thu 25/01/18	
579		Homelessness Prevention Act Live	0 days	Mon 02/04/18	Mon 02/04/18	
580		GDPR Live	0 days	Fri 25/05/18	Fri 25/05/18	
581		Universal Credit	0 days	Mon 06/11/17	Mon 06/11/17	
582		Internal LBE Strategic Initiatives	407 day	Wed 14/06/17	Sat 26/01/19	

Project: Housing Systems Imple Date: Fri 13/10/17	Task		Project Summary		Manual Task
	Split		Inactive Task		Duration-onl
	Milestone		Inactive Milestone		Manual Sum
	Summary		Inactive Summary		Manual Sum

MUNICIPAL YEAR 2017/2018 REPORT NO.

ACTION TO BE TAKEN UNDER DELEGATED AUTHORITY

OPERATIONAL DECISION OF:
Executive Director – Regeneration and Environment
In consultation with the
Executive Director – Finance, Resources & Customer Services

Agenda – Part: 1	KD Num: 4620
Subject: Appointment of civil engineering-led, multidisciplinary team to support the strategic infrastructure design and planning services at Meridian Water	
Wards: Upper Edmonton	

Contact officer and telephone number: Jasper Keech 020 8379 3625

E mail: Jasper.Keech@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1. In order to achieve a number of outcomes for Meridian Water by September 2018 The Neighbourhood Regeneration team identified a clear need for support in civil-engineering-led infrastructure design planning services. The work package includes:
- Further development of a business case for £120million DCLG Housing Infrastructure Fund (HIF) grant application, required for the second stage of the bid process. to deliver strategic roads and 4-tracking between Tottenham Hale and Meridian Water
 - To develop an infrastructure evidence base to support the submission of Edmonton Leaside Area Action Plan (ELAAP) to the Secretary of State for examination
 - To support the on-going work related to related Enfield 4-tracking corridor
- 1.2. LBE Procurement led a procurement process, with support from the Neighbourhood Regeneration Team. The procurement was undertaken using a framework from the GLA/TfL called Architecture Design and Urbanism Panel (ADUP) Framework. A mini competition was run in accordance with the terms of the Framework.
- 1.3. Bidder A has the required skills, expertise and the capacity to deliver the tasks set out in 1.1. It is therefore recommended that they are appointed.

2. RECOMMENDATIONS

It is recommended that the Executive Director, Regeneration and Environment in consultation with the Executive Director of Finance, Resources and Customer Services:

- 2.1 Approve the appointment of Bidder A as set out in this report.
- 2.2 Authorise the expenditure for the work package set out within this report and notes they are to be funded from within the agreed Capital programme initially (by accelerating from 2020-21 to 2017-18) and should be reimbursed from the funding contributions from the £120million HIF application.
- 2.3 Approve the proposed limitation on the consultant's total liability and indemnity for all claims capped at £10 million in total and within this limit an aggregate limit of £250,000 to apply in relation to claims arising out of the presence of asbestos on site and the insertion of the proposed Clause 7 into the Call Off Contract.

3. BACKGROUND

3.1. The London-Stansted-Cambridge Corridor, has a population of 2 million and a £161 billion economy. Meridian Water is strategically located within this corridor, bringing many opportunities. However, the existing site is subject to a number of significant constraints and challenges.

3.2. Strengths

- 3.2.1 The site is next to the A406 (the North Circular), providing excellent access to London.
- 3.2.2 The West Anglia Route Main Line– Stratford to Angel Road, is situated in the development, providing the opportunity for excellent rail links to Central London and north to Cambridge.
- 3.2.3 The Council is working proactively with other agencies including Network Rail, to deliver rail improvements. This includes the provision of the new station and associated track and rail service improvements. Work on the station is underway and is expected to be completed in Summer 2019.

3.3 Constraints

- 3.3.1 The site is poorly connected by public transport, walking and cycling and although the site lies adjacent to the North Circular Road and Meridian Way, a strategic north-south route, the central and eastern parts of the site have no direct connection to the proposed railway station which is the most important piece of new transport infrastructure.
- 3.3.2 High traffic levels on Meridian Way could limit placemaking opportunities along its corridor and at the important junction with the proposed Causeway. The presence of existing large retail units attract significant car traffic and present dead frontages to the surrounding land.
- 3.3.3 Furthermore, there are a number of issues typical of marginal and former industrial sites such as contaminated land and flooding.

3.4 The Approach

- 3.4.1 The Council is pressing on with the planning of the major infrastructure to open up the site, the most important element of which is the east-west Causeway route, and which includes the crossings of the Lee Navigation and the two brook watercourses.
- 3.4.2 To further fund the elements of strategic infrastructure in September 2017, the GLA, on behalf of the Council, submitted a bid for Housing Infrastructure Funding (HIF) to the DCLG. Total amount requested for the bid is £120,300,000. The scope submitted for the grant includes the following:
- The provision of a fourth track between Tottenham Hale and Meridian Water and the associated 4th platform works at Meridian Water station. A fourth track will allow for much higher frequency of trains.
 - Road infrastructure improvements and which includes:
 - Improvements to Meridian Way. Improving access to Meridian Water Station, cycling connectivity, traffic flow and the pedestrian environment.
 - The Causeway. The primary thoroughfare through Meridian Water for pedestrians, cycles, buses and cars, crossing the watercourses and carrying the main utility supplies.
 - Argon Road to Leaside Road Link. Helping to deal with Meridian Water's through-traffic and releasing some pressure from the Meridian Way / Glover Drive junction.
 - Strategic Utility Infrastructure along those road corridors.

3.5 Housing Infrastructure Fund Process

- 3.5.1 The HIF bid requires a two-stage process. An expression of interest for the project has been submitted by the GLA on behalf of the Council on 28 September 2017. The next stage requires a co-development of the business case with DCLG by Spring 2018.
- 3.5.2 The result of the bid will be announced in September 2018. In the event that the bid is successful all capital works must be completed by March 2021. The HIF has been designed to fund infrastructure projects that can quickly be mobilised onto site, Therefore, in advance of securing the funding, the Council will need to commence an accelerated programme of design, planning and procurement.
- 3.5.3 A timetable of HIF application process and provisional dates for delivery is set out below:

Housing Infrastructure Fund: Milestones	Date
Winning bidder announcement (category 2)	Feb/March 2018
Business Case submission	May/June 2018
DCLG decision on HIF bid	September 2018
Submission of Planning Application	Winter 2018/19
On-site Delivery (Causeway timetable)	Autumn 2019- Winter 2020/21
Deadline for completion of delivery of infrastructure project	March 2021

- 3.5.4 Should the HIF application be unsuccessful, none of the work should be abortive. Any design, planning or enabling works carried out will reduce both the costs and the risks required to be taken by a future developer, therefore increasing the attractiveness of the scheme to the marketplace.
- 3.5.5 The work is found essential as a supporting evidence base for the draft Edmonton Leaside Area Action Plan submission to the government for examination in 2018.
- 3.5.6 The business case development work also supports the ongoing work relating to Enfield four-tracking corridor led by the Council's Strategic Planning and Design team
- 3.5.7 Providing the design for strategic infrastructure in Meridian Water plays an important role in increasing the attractiveness of the project to the market. Furthermore this work is vital in securing the HIF to provide the strategic infrastructure of Meridian Water, which will greatly increase the attractiveness to the market.

- 3.5.8 For these reasons, Neighbourhood Regeneration team identified a need to appoint a civil engineering-led multidisciplinary expert team with the experience and expertise to support the tasks relating to infrastructure delivery required by September 2018.
- 3.5.9 The support needed is for a civil-led multidisciplinary expert team to provide skills including: transportation planning, site investigation services, topographic survey works, transportation modelling works, four-tracking modelling works, utilities survey, highways design, geotechnical survey, flood risk assessment and mitigation strategies; as well as the ability to contract manage further support for specific projects as needed.

3.6 Governance - funding

- 3.6.1 The estimated cost to deliver the task set out in this report is £1.9million.
- 3.6.2 The detailed breakdown of the cost for services related are set out in Part 2 of the report.
- 3.6.3 The expenditure for the tasks set out within this report are to be funded from within the existing Capital programme initially (by accelerating from 2020-21 to 2018-18) and ultimately reimbursed from the funding contributions from the £120million HIF application.
- 3.6.4 Upon notification for successful grant application, we require further funding to complete the HIF scope submitted.

3.7 Governance - Procurement process

- 3.7.1 The Neighbourhood Regeneration team liaised with LBE procurement on the best method to undertake the procurement. It was decided that using the GLA/TfL's Architecture Design and Urbanism Panel (ADUP) framework was the most suitable route.
- 3.7.2 The ADUP framework is comprised of 14 Lots which focus on distinct categories of work. Following discussions with the GLA and LBE procurement it was decided that Lot 8 was the most appropriate lot with suitable consultancies to use.
- 3.7.3 The procurement was presented to the Procurement and Commissioning Board on 21/09/2017 and was approved by the board members.
- 3.7.4 A full specification and evaluation criteria was drafted and agreed in partnership with relevant parties, including LBE procurement and the GLA. The ADUP framework required a 70/30 quality/price split in evaluation.

- 3.7.5 All members on the framework were contacted prior to the Tender being sent out to gauge interest and ensure that all supplier's contact details were up to date. One supplier stated that they would not be submitting a bid for the tender due to capacity constraints so to not send to them.
- 3.7.6 All members of Lot 8 were invited to tender on 24/11/2017, invitees were given four weeks to respond.
- 3.7.7 Three consultancy teams expressed interest in the bid. Two out of three consultant teams withdrew from the bid due to foreseeing limitations in bringing together a broad range of expertise and delivering all the required tasks to meet the requirements for HIF grant application.
- 3.7.8 Therefore, the only response received was from Bidder A

3.8 Evaluation of bids

3.8.1 Three members of the Neighbourhood Regeneration Team evaluated and scored the response as set out in the evaluation criteria. The scoring was undertaken individually, LBE procurement moderated the scores and undertook the pricing evaluation.

3.8.2 The bidder scores are shown below

Bidder	Total Price Score 30%	Total Quality Score 70%	Summary Quality and Price Score
Bidder A	30.00%	62.50%	92.50%

- 3.8.3 Bidder A has created a team of expert subconsultants to provide the services. These are detailed in part 2 of the report.
- 3.8.4 Bidder A has shown an excellent understanding of the requirements and demonstrated ability to undertake the work required to a high standard. It is therefore recommended that Bidder A is appointed

4 ALTERNATIVE OPTIONS CONSIDERED

4.2 Do nothing.

Doing nothing would leave The Council without the support needed, resulting in an incomplete business case for the HIF bid. Therefore, the Council will be unlikely to secure the £120million from Housing Infrastructure Grant to deliver the strategic infrastructure at Meridian Water.

4.3 Re tender.

The response was of high quality, and demonstrated value for money retendering would delay the project. The team does not believe that retendering would lead to better responses than those received due to

the limited timescale and a broad range of expertise required to meet the HIF application deadline in Spring 2018. Retendering would lead to a slip of the timings of the project, leaving the Council without the supported needed to complete a business case for the HIF bid. Putting at risk the likelihood of securing the £120million grant.

5 REASONS FOR RECOMMENDATIONS

- 5.2 Bidder A demonstrated the required expertise and experience to deliver the tasks set out in this report. The procurement used the GLA's ADUP framework to ensure quality and value for money.

6 COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES, AND OTHER DEPARTMENTS

6.1 Financial Implications

The £1.9m expenditure for the tasks set out in more detail within the Part 2 report can be contained from within the agreed Capital programme initially (by accelerating from 2020-21 to 2017-18) and ultimately reimbursed from the funding contributions from the £120million HIF application.

6.2 Legal Implications

- 6.2.1 Section 111 of the Local Government Act 1972 gives a local authority power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.
- 6.2.2 The Council also has a general power of competence in section 1(1) of the Localism Act 2011. This states that a local authority has the power to do anything that individuals generally may do provided it is not prohibited by legislation. The power to enter into contracts is within the general power of competence
- 6.2.3 The Council's Constitution, in particular the Contract Procedure Rules ("CPR's") permit the Council to call-off from an existing legally compliant framework as long as the framework terms permit such and the framework is accessible by the Council
- 6.2.4 The Council's Corporate Procurement Service has conducted due diligence on the use of the framework, and is satisfied that the Council may procure such services, in accordance with the framework terms and conditions, provided the call off contract is entered into before 28th February 2018 when the extended Framework expires. The Call Off must be undertaken strictly in accordance with the terms of the Framework Agreement.

- 6.2.5 The Council must comply with its obligations relating to obtaining best value under the Local Government (Best Value Principles) Act 1999.
- 6.2.6 The call off contract must be in the terms provided under the Framework Agreement and incorporates the terms of the Framework Agreement. This provides for no fault termination on 30 days' notice (clause 28.4). This could be utilised in the event that grant funding is not forthcoming.
- 6.2.7 As the contract is over £250,000 it must be issued by the Legal Service, who will arrange for its sealing on behalf of the Council.

6.3 Procurement Implications

- 6.3.1 The tender was a call-off from the GLA/TfL's Architecture Design and Urbanism Panel Lot 8). Due diligence was carried out by the Procurement and Commissioning Hub (P&C Hub) on the Council's ability to use the framework. The project was mini-tendered in accordance with the guidelines provided by the GLA who operate the framework. The tender returns were evaluated by the team. The P&C Hub were involved in the procurement and the process was carried out fairly and transparently.
- 6.3.2 It is noted that one tender was returned but the tendered rates were compared with the competitively tendered framework rates for this consultant and compared favourably with them, the majority of rates being identical with rationale provided where there was one variance.

6.4 Property Implications

There are no property implications as a result of this report.

7 KEY RISKS

- 7.1 **Funding is not secured for Housing Infrastructure Fund (HIF).** None of the work should be abortive as this design, planning or enabling works carried out should reduce both the costs and the risks required to be taken by a future developer, therefore increasing the attractiveness of the scheme to the marketplace.
- 7.2 **The appointed team does not provide value for money.** Bidder A are an established firm in 1946 with an with extensive experience delivering strategic infrastructure across the country. They were procured through the GLA/TfL's ADUP framework to ensure quality and value for money. Furthermore, the Council has ensured that Bidder A have adequate Professional Indemnity insurance to cover mistakes or neglect.

8 IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

The tender and marking process was transparent and fair, following the Council's policies.

8.2 Growth and Sustainability

The meanwhile programme and Meridian Works Phase 2 will enable and provide workspace to promote growth in the borough, attracting new businesses and investment.

8.3 Strong Communities

The meanwhile programme will support the delivery of a range of projects. These are likely to be wide ranging, including community and business space to support local communities.

9 EQUALITY IMPACT IMPLICATIONS

9.1 Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment is neither relevant nor proportionate for the approval of this report to Appoint an architectural led, multidisciplinary team to support work at Meridian Water. Any contracts awarded from this should include a duty on the successful applicant to assist us with meeting our obligations under the Equalities Act 2010.

9.2 It should also be noted that projects or work stream deriving from this may be subject to a separate Equalities Impact Assessment. Therefore, any projects or work stream will be assessed independently on its need to undertake an EQIA to ensure that the council meets the Public Sector Duty of the Equality Act 2010.

10 PERFORMANCE MANAGEMENT IMPLICATIONS

The performance of the multidisciplinary team will be overseen by the Neighbourhood Regeneration team.

11 PUBLIC HEALTH IMPLICATIONS

Meridian Water is poorly connected by public transport, walking and cycling and although the site lies adjacent to the North Circular Road and Meridian Way, a strategic north-south route, the central and eastern parts of the site have no direct connection to the proposed railway station, the most important piece of new transport infrastructure. The intervention proposed for the development should address these site constraints and design-in foundations to prioritise walking and cycling. The infrastructure designs should be grounded on an urban structure that improves the environment and to encourage healthy lifestyles. The utility corridor should also be designed to provide

specs for smart technologies, introduce suitable energy infrastructure to help residents save energy bills and improve air quality.