

**Report of: Housing Leeds and PPPU**

**Report to: Director of Environment & Housing**

**Date: 4<sup>th</sup> October 2016**

**Subject: Housing Leeds Planned Works Procurement 2018: Procurement Strategy, Budget and Scope of Works**

Are specific electoral wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of ward(s): City-wide (all wards)		
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-In?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, access to information procedure rule number: Appendix number:		

### Summary of main issues

- 1 This report seeks approval from the Director of Environment & Housing for the overall strategy, scope and budget for contracts to deliver planned investment to council housing stock from 1<sup>st</sup> April 2018.
- 2 Further approval for the proposed evaluation criteria, final PQQ, OJEU notice and tender documents for the first package (Kitchens, Bathrooms and Rewires) will be sought from the Director prior to publication of the OJEU notice at the end of October 2016.
- 3 It is proposed that the procurement will be split into 5 packages, with a combination of external contracts (involving 4 new procurements, as well as the use of existing frameworks) and internal arrangements. Contract lengths will be four years with the provision to extend by 2 x 12 months. The upper limit for the total annual value of these contracts and internal arrangements over a four year term is circa £160m (£40m per annum).
- 4 The anticipated annual values may be subject to change based on a variety of external factors which could influence future budgets, such as the 1% rent reduction and political priorities.
- 5 It is proposed that Leeds Building Services (LBS) will deliver a maximum annual value of approximately £10.8m of works included in the scope of this project, with

a maximum of £29.2m (annually) being externally tendered. Consequently, LBS are now anticipating delivering up to £17.8m of Capital Programme work per annum (up to £10.8m of which is directly through this Planned Works 2018 project), which is an overall increase of up to £6.95m compared to the 2016/17 budget, and an increase of up to £11.12m compared to the 2015/16 outturn.

- 6 In line with the decision made by the February 2015 meeting of the council's Executive Board, and to ensure an appropriate mix of service provision across the city and reduce risk for the council, the Planned Works 2018 (PW2018) procurement will be divided into five packages. Of these:
- ☐ Package 1 will be openly advertised in OJEU (as three separate notices). Successful tenderers will be restricted to delivering only one lot each per notice, but will have the opportunity to bid for all packages and lots. Directive 2014/24/EU of the European Parliament confirms the ability to restrict lots to a specified number of providers under one procurement exercise. Some activity will also be delivered internally;
  - ☐ Packages 2 and 4 will be procured through approved frameworks;
  - ☐ Package 3 will be delivered internally; and
  - ☐ Package 5 will be openly advertised in OJEU.
- 7 Members of the Housing Category Board expressed support for this proposal during a special meeting and via e-mail during week commencing 12<sup>th</sup> September 2016.
- 8 This report aligns with the procurement strategy for citywide repairs and maintenance which was approved at Executive Board on the 11<sup>th</sup> February 2015.

## **Recommendations**

- 9 The Director of Environment & Housing is recommended to:
- 9.1 Approve the procurement strategy and the overall scope and budget for contracts to deliver planned investment to council housing stock from 1<sup>st</sup> April 2018.
  - 9.2 Approve the proposed budget (funded through HRA) over a four year term of up to circa £160m (£40m per annum).
  - 9.3 Note that Housing Category Board have provided their support to the procurement strategy, scope and budget via a report presented on 12<sup>th</sup> September 2016.

## **1 Purpose of this report**

- 1.1 To provide an update on the overall strategy for Housing Planned Works procurement in Leeds, providing the context for the recommendations in this report.
- 1.2 To seek approval for the proposed procurement strategy and the overall scope for contracts to deliver planned investment to council housing stock from 1<sup>st</sup> April 2018 as detailed in recommendation 7.1.
- 1.3 To provide an update on the project budget from approved HRA funding as detailed in recommendation 9.2 above.
- 1.4 In compliance with the council's Contract Procedure Rules section 3.1.8 (which requires the delegated decision to undertake a procurement to be taken at the point that the procurement route is chosen) this decision report seeks authority from the Director of Environment & Housing to approve the procurement strategy for the Planned Works 2018 procurement. This decision will be a key decision and will be subject to call-in. It was published on the list of forthcoming key decisions on 21st July 2016.
- 1.5 Approval of the proposed Evaluation Criteria, final PQQ, OJEU notice and tender documents will be obtained prior to publication of the OJEU notice in October or early November 2016. This decision will be an Administrative Decision, stemming from the Key Decision outlined in paragraph 1.4 above.
- 1.6 For all batches in package 1, the NEC3 Framework Contract will be used to manage allocation of works, with contracts based on NEC3 Engineering and Construction Contract (ECC), Option A.
- 1.7 The subsequent decision to award the contract will be Significant Operational Decision, with separate approvals and decisions taken for each subsequent call-off from the framework. These are anticipated to be further Key Decisions, as all call-offs are anticipated to have a value of over £250k.
- 1.8 Consultation has been undertaken with the council's internal service provider, Leeds Building Services (LBS) in compliance with Contract Procedure Rule 3.1.4. LBS will deliver a proportion of the services in the city as outlined in section 3.3 of this report.

## **2 Background information**

- 2.1 This procurement strategy concerns future Housing Leeds Planned Works to our circa 53,500 council homes (including leasehold but [excluding PFI & BITMO homes](#)).
- 2.2 It will result in the replacement of the two existing contracts with Mears Group to deliver Planned Maintenance to homes in the South and South East and West and North West areas of the city, and reviewing the existing arrangements for the planned works in the East of the city which is currently predominately delivered by LBS.

2.3 The uppermost value of the works being delivered is approximately £40m per annum (up to £160m over the 4 year contract period).

2.4 At their meeting in February 2015, the council's Executive Board approved the decision to extend the contract with Mears for the delivery of planned works in two thirds of the city until 31st March 2018, re-procuring contracts to provide the service on an elemental, city-wide basis.

### **3 Main issues**

#### **3.5 Vision and Strategy**

3.5.1 The objectives for the Housing Planned works service are to:

- ☐ deliver the Asset Management Strategy priorities of:
  - ☐ Delivering modern, fit for purpose homes and neighbourhoods;
  - ☐ Reducing fuel poverty, cutting carbon and improving health outcomes.
  - ☐ Increasing affordable housing supply; and
  - ☐ Intelligence-led stock portfolio management.
- ☐ maintain the quality and safety of council homes for our residents through planned works, making sure we have contractors in place to deliver these;
- ☐ review required standards for planned works, improving them where appropriate and value for money;
- ☐ have a city wide approach, in line with our city wide Housing Services rather than different approaches by area;
- ☐ create a mixed economy of multiple contractors, where SMEs are not excluded from bidding for some of the work;
- ☐ engage and consult with our internal service provider (LBS) and use them in preference to external procurement of services, in line with council Contracts Procedure Rules;
- ☐ achieve greater value for money by reducing unit costs;
- ☐ achieve wider social value from new arrangements, including to help support communities and tackle poverty;
- ☐ enable robust performance and contract management of contractor delivery; and
- ☐ have all arrangements in place for use for planned works activity from 1 April 2018, except for agreed cyclical testing, servicing and maintenance activity where arrangements should be in place for use from 1 April 2019.

### 3.5.2 The planned benefits are:

- ☐ Improved contract and performance management of external contractors (including works delivered in time and customer satisfaction)
- ☐ Improved service and performance management of LBS (including works delivered in time and customer satisfaction)
- ☐ City wide consistent approach to delivery of planned works
- ☐ Increased delivery of works via LBS contributes to an efficient and enterprising council
- ☐ A stronger economy in Leeds with more contractors that are based or recruit locally
- ☐ Increased value for money of externally contracted services
- ☐ Improved quality of planned works
- ☐ Employment and training opportunities provided
- ☐ Improved housing in Leeds through contractors supporting Community Led Housing organisations
- ☐ Contractors contribute to Leeds being a compassionate city

3.5.3 A benefits realisation plan has been created, with measures to assess progress and delivery. This plan will be reviewed during the life of the project, and after, to monitor what benefits are delivered and how they compare to those planned.

### 3.6 Scope and Delivery Route

3.6.4 The scope and delivery route are summarised in the tables below, detailing the scope of the project by individual package, along with the proposed delivery route and justification.

Package 1	Approx. maximum annual value (averaged)	Delivery Route	Justification
BATCH 1: <ul style="list-style-type: none"><li><input type="checkbox"/> Kitchen, Bathrooms and Rewires</li></ul>	£19.8m  (Batch 1: £13.3m)	BATCH 1: Procure a 4 year (plus 2 x 12 month extension) contract to appoint up to 3 contractors  A proportion of the works delivered by	<ul style="list-style-type: none"><li><input type="checkbox"/> LBS have skills and capacity to deliver some elements</li><li><input type="checkbox"/> High element of quality</li><li><input type="checkbox"/> Need to incentivise quality outputs for this area</li><li><input type="checkbox"/> Require a minimum of three</li></ul>

<input type="checkbox"/> Windows and Doors (incl Fire doors)  <b>BATCH 2b:</b> <input type="checkbox"/> Roofs - dwellings (excl. MSFs)	(Batch 2a: £3m)  (Batch 2b: £3.5m)	LBS  BATCH 2: Procure a new 'Leeds' framework (with multiple lots).  Some delivery by LBS	
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<b>Package 2</b>	<b>Approx. maximum annual value (averaged)</b>	<b>Delivery Route</b>	<b>Justification</b>
<input type="checkbox"/> Flats - common areas refurbishment - general - flooring, balconies, canopies, boundary treatments etc. <input type="checkbox"/> MSF Structural and external treatments (incl. MSF Roofs and EWI/Insulation) <input type="checkbox"/> Med-low rise and domestic structural works (medium and low rise structural works), incl. EWI Heating + Renewable Energy Measures (i.e. Solar PV, GSHP, ASHP, MHV, MHVR, insulation (loft/cavity, dry	£8.2m	Procurements via existing frameworks  (YORbuild 2 / Efficiency North / Constructionline / Greendeal)	<input type="checkbox"/> LBS confirmed they do not have skills / capacity to deliver <input type="checkbox"/> Want regular competition / frequent call-offs <input type="checkbox"/> Outputs are relatively simple to define <input type="checkbox"/> Existing frameworks are capable

<b>Package 3</b>	<b>Approx. maximum annual value (averaged)</b>	<b>Delivery Route</b>	<b>Justification</b>
Phase 1 (delivery from 1 <sup>st</sup> April 2018) <input type="checkbox"/> Painting (external & internal) <input type="checkbox"/> Electrical - MSFs incl. Rewires / LED lighting etc. includes	£6.3m	LBS	<input type="checkbox"/> LBS has skillset and capacity to deliver <input type="checkbox"/> Lower values <input type="checkbox"/> Comparatively less complex to specify <input type="checkbox"/> High impact if risks occur (H&S

<p>electrical work e.g. electric heating and hot water cylinders</p> <p>Phase 2 (delivery from 1<sup>st</sup> April 2019)</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Legionella Testing</li> <li><input type="checkbox"/> Stair lift servicing</li> <li><input type="checkbox"/> Alarms testing - fire/burglar</li> <li><input type="checkbox"/> PAT Testing</li> <li><input type="checkbox"/> Electric domestic periodic testing (inc remedials)</li> <li><input type="checkbox"/> Electric periodic testing - Commercial</li> <li><input type="checkbox"/> Sprinklers systems Maintenance</li> <li><input type="checkbox"/> lightening conductors testing, servicing &amp; repairs</li> <li><input type="checkbox"/> Controlled Access (installation &amp; maintenance, incl communal doors)</li> </ul>			
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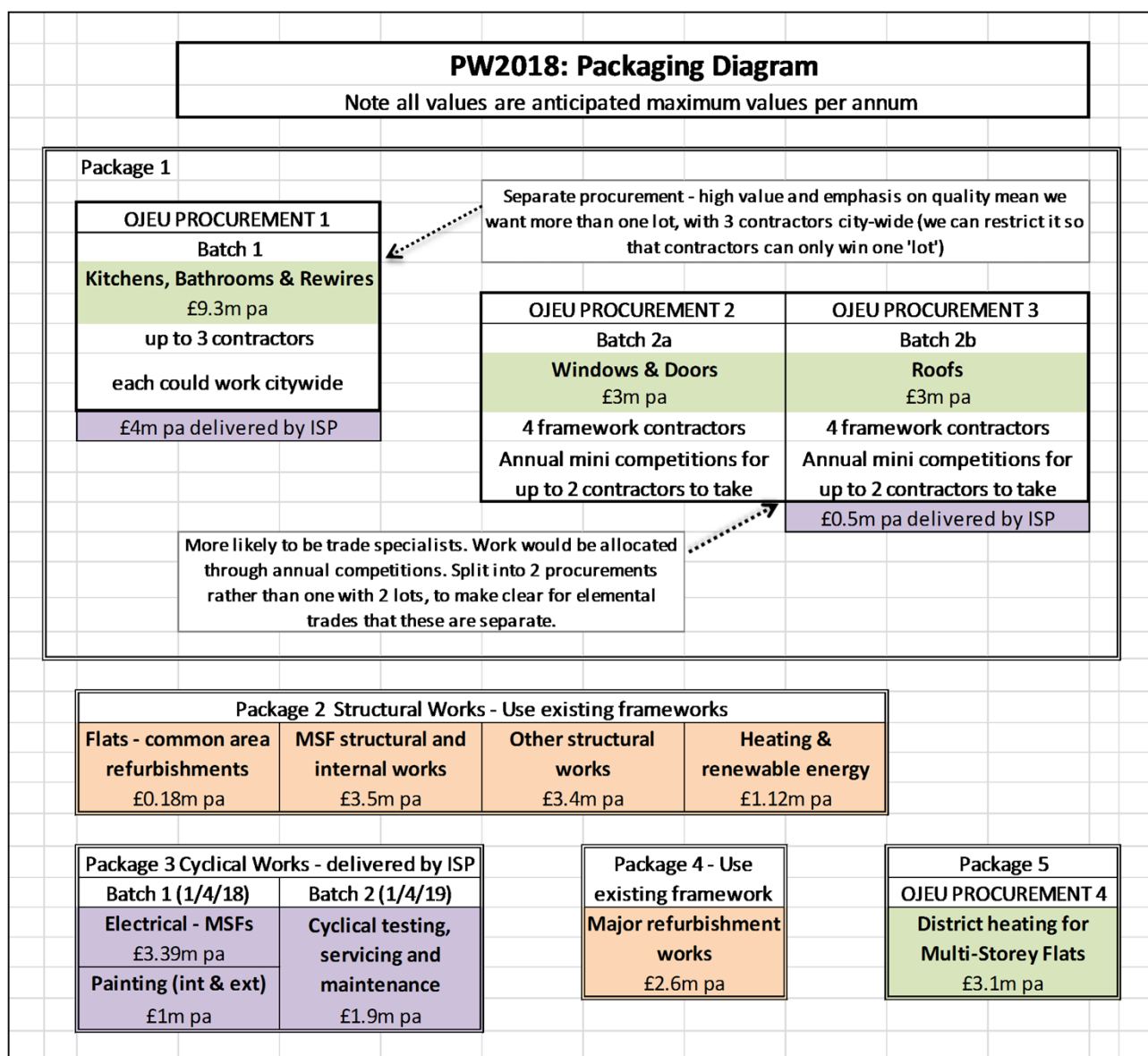
<b>Package 4</b>	<b>Approx. maximum annual value (averaged)</b>	<b>Delivery Route</b>	<b>Justification</b>
<input type="checkbox"/> Remodelling refurbishment, conversion/minor new build e.g. sheltered, Bawn Vale, isolates	£2.6m	Existing framework (likely YORbuild 2)	<input type="checkbox"/> LBS confirmed they do not have skills / capacity to deliver <input type="checkbox"/> One-off schemes <input type="checkbox"/> Framework

<b>Package 5</b>	<b>Approx. maximum annual value (averaged)</b>	<b>Delivery Route</b>	<b>Justification</b>
<input type="checkbox"/> Heating Installation - MSF district heating	£3.1m	Open tender (one-off)	<input type="checkbox"/> LBS confirmed they do not have skills / capacity to deliver <input type="checkbox"/> One –off /

3.6.2 In addition to the work listed in package 3 above, LBS will also be delivering some elements of work in package 1. It is proposed that LBS will deliver, in total, up to £10.8m of works included in the scope of this procurement.

- 3.6.3 It is therefore proposed that a maximum of approximately £29.2m will be delivered through external contracts annually.
- 3.6.4 Further details, including a breakdown of the above figures are highlighted in **appendix 1**.
- 3.6.5 Package 1 will be further divided into two batches as listed below. The intention is to publish separate OJEU notices for each batch:
- Batch 1 (maximum of approx. £9.3m per annum):
- ☐ Kitchens, Bathrooms and Rewires;
- Batch 2a (maximum of approx. £3m per annum)
- ☐ Windows and Doors (incl Fire doors); and
- Batch 2b (maximum of approx. £3m per annum)
- ☐ Roofs - dwellings (excl. MSFs).
- 3.6.6 The structure proposed above, including the suggested number of contractors per lot is summarised below.





3.6.7 The above annual contract values are approximate, and are based on the Housing Leeds Investment Strategy, which may well have to be revised in light of revisions to the HRA Business Plan. In order to allow for external factors which may result in changes to future budgets (for example, the 1% rent reduction and/or political priorities), no minimum values are being guaranteed to any contractors, and the OJEU notice and contract will allow for flexibility around values and volumes of work during the contract period.

3.6.8 The market sounding exercises carried out during June 2016 covered a range of topics, focusing on gathering feedback from the market on the following key areas to shape our strategy accordingly;

- ☐ Framework mechanisms
- ☐ Pricing and performance mechanisms

- ☐ Form of contract
- ☐ Proposed contract sizes and values
- ☐ Contract arrangements and the delivery of the contract
- ☐ Added value/ benefits realisation
- ☐ ICT requirements

### 3.7 Governance Structure

3.7.1 The decision maker for the project is Neil Evans, Director of Environment & Housing. Housing Category Board provide strategic direction to the project and recommendations to the Director.

3.7.2 Six workstreams have been established to manage the overall project delivery. These are:

- ☐ Vision / Strategy
- ☐ Procurement Documents & Process
- ☐ Finance and Performance
- ☐ Tech Specifications
- ☐ Contract Management
- ☐ Communications

3.7.3 A Project Steering Group is meeting fortnightly, receiving checkpoint reports from all workstream leads, reviewing progress and resolving key issues and risks.

## **4 Corporate considerations**

### **4.1 Consultation and engagement**

4.1.1 To ensure appropriate communication and consultation is undertaken with the appropriate stakeholders and is compliant with all legislation required, a specific communications workstream has been established.

4.1.2 This workstream has undertaken a stakeholder mapping and communication planning exercise to will consider who the key stakeholders in the project are, what elements we are obliged to consult on, what we choose to consult on and examples of best practice in respect of engaging tenants and members. A communications and engagement plan has been produced, which sets out the arrangements for implementing and managing the stakeholder engagement strategy and will be reviewed on a regular basis and at key stages of the project lifecycle.

4.1.3 To date, a number of tenant consultation and involvement sessions have taken place, including establishing a focussed PW2018 procurement group, briefings on the project and tenant involvement and training sessions for tenants on Leeds City Council procurement processes.

- 4.1.4 A briefing for the Executive Member for Communities was provided on 15<sup>th</sup> September 2016 and separate briefings are also scheduled to take place for internal staff during September.

## **4.2 Equality and diversity / cohesion and integration (EDCI)**

- 4.2.1 In order to ensure that EDCI issues are appropriately identified and acted upon, an EDCI screening process was carried out on 24<sup>th</sup> August 2016. This identified that a full EDCI assessment is required for the project, and work commenced to progress this on 6<sup>th</sup> September 2016, with a workshop involving the existing contractor and tenants.
- 4.2.2 The full EDCI assessment has now been completed and has identified a number of actions that are being addressed through the contract and tender process. A copy of the assessment document is attached at **appendix 2**.

## **4.3 Council policies and best council plan**

- 4.3.1 The HRA Investment Plan, as approved by Executive Board at their meeting in March 2015, informs the contracts being procured in the project.
- 4.3.2 The HRA Business Plan is currently being reviewed and updated as there will be an overall reduction in HRA income of approximately £283m over the next 10 years, equating to approximately £28m per year. This may result in less resources being made available to fund the housing Capital Programme. A paper on this is due to be presented at the December 2016 meeting of the council's Executive Board, and this procurement strategy and associated values will therefore be reviewed and updated to align with any reductions. Detailed Capital Programmes are also produced on an annual basis, with details of the proposals for the next three years, which support the 10 year HRA Investment Plan.
- 4.3.3 The investment in the planned works procurement and resulting work will contribute to the following Best Council Plan objectives –
- ☐ **Supporting economic growth and access to economic opportunities** – reducing heating costs increases disposable income for local communities; using Leeds Building Services and including Employment and Skills targets for contractors helps create training and employment opportunities in Leeds.
  - ☐ **Keeping people safe from harm** – by improving the energy efficiency of our properties there is less risk of harm from cold and damp housing conditions; creating better mental wellbeing by improving homes and neighbourhoods.
  - ☐ **Improving educational achievement and closing achievement gaps and supporting children to have the best start in life** – by providing warm, safe and secure homes for children to study and grow in; investing in heating and energy efficiency measures to create warm homes.
  - ☐ **Providing skills programmes and employment support** – by creating apprenticeships and other training and employment opportunities through our

contracting activity; offering training and employment opportunities in Housing Leeds & LBS.

- ☐ **Providing enough homes of a high standard in all sectors** – by maintaining properties to the Leeds Homes Standard; acting as an exemplar to the private rented sector.
- ☐ **Supporting healthy ageing** – by remodelling sheltered housing schemes to provide attractive, modern facilities; increasing accessibility.

#### **4.4 Resources and value for money**

- 4.4.1 This project and the services to be delivered by the procurement exercise are funded by the HRA.
- 4.4.2 The spending objectives of this procurement are:
  - ☐ Improve the throughput of the service whilst reducing unit costs (efficiency)
  - ☐ Improve the quality of the service, both in terms of its operational outputs and business outcomes (effectiveness)
  - ☐ Replace elements of the existing service (re-procurement)
- 4.4.3 The council currently spend about £40m on planned works each year. Based on an analysis of historic spend for the past three years, the biggest area of spend (c£10m) on the planned works programme was on Kitchens and Bathrooms.
- 4.4.4 This project aims to improve Value for Money by evidencing efficiencies through reduced unit costs for procurements for replacement external planned works contracts from April 2018 onwards.
- 4.4.5 Spend via external procurements are planned to total up to £29.2m each year. If unit costs for work are 1% less than current costs, additional works to the value of up to £292k may be able to be delivered each year.
- 4.4.6 Changes to resource costs related to managing the range of new contracts are also being explored.
- 4.4.7 The scope of this project includes work documented in the Planned Works Category Plan and the Domestic Heating Category Plan which have previously been presented to and supported by the Housing Category Board.
- 4.4.8 The HRA Business Plan is currently under review and faces some significant pressures in the medium term, not least from the 1% rent reduction implementation. This procurement strategy is aiming to be flexible in its appropriation of work to contractors as annual values are revisited and confirmed annually in line with the HRA Business Plan before its release, and similarly the volume of works allocated to LBS are not fixed. The framework arrangements for Package 1 Batch 2 (windows, doors and roofs) and for Packages 2 and 4 also allow for flexibility through call-offs that are only appropriate to the needs of the Business Plan.

- 4.4.9 The spending objectives, needs, scope, exclusions, benefits, risks, issues, approach and estimated resource / financial implications were signed off and agreed by the Chief Officer Property & Contracts and Chief Officer PPPU in the original Project Brief, and further reviewed and confirmed as part of the Detailed Business Case for the project in September 2016.

#### **4.5 Legal Implications, access to information and call in**

- 4.5.1 As part of the procurement process workstream, legal advice is being sought to identify and explore the key risks and issues associated with potential TUPE implications. The key risk that has been identified to date is that TUPE may be deemed to apply to some of the roles currently carried out by the current provider in relation to Contract Management / Customer Service / Work Programme coordination activity, meaning that some staff may be identified to transfer into the council, rather than being strictly contractor to contractor. Work is underway to consider the potential for this, and updates being provided to the Head of Service through regular Steering Group meetings.
- 4.5.2 Following screening, a privacy impact assessment was undertaken on 16 August, involving service commissioners and information governance expertise. Contractors will handle some personal and personal sensitive data relating to residents provided by the council. Within contracts they will be identified as data processors with appropriate requirements accordingly. In addition, Housing Leeds will start using a secure e-mail system to send resident data to contractors.
- 4.5.3 This report is for a Key Decision to be taken by the Director (under powers delegated at the February 2015 meeting of the council's Executive Board) and will be subject to call-in.

#### **4.6 Risk management**

- 4.6.1 The risk register for the project is reviewed at fortnightly project steering group meetings, and has been updated and revised following a comprehensive risk workshop held on 19<sup>th</sup> July 2016.
- 4.6.2 As noted in paragraph 3.3.1, LBS are due to deliver up to £10.8m of works per annum which represents an increased work programme compared to previous years outturns and this year's annual budget figures. There is a risk that LBS' structure will not be sufficiently developed to deliver this increased work programme, resulting in reputational and/or financial implications and requiring the council to procure more works to deliver the shortfall. In order to mitigate this risk, there is close working with the ISP realignment project team and LBS are reviewing their approach to resource availability and staffing structure for planned works delivery, using the time up until service delivery to develop their revised structures, processes and procedures. The projected amounts and values have been developed jointly between LBS and Housing Leeds, aiming to provide a consistent programme of works in line with the values highlighted in 3.3 of this report.
- 4.6.3 However, should the structure and processes not prove to be sufficiently developed to successfully deliver the required outputs, external arrangements

(through frameworks or existing contracts) would be utilised to ensure the service outcomes are achieved. Service Delivery Agreements and specific Service Level Agreements are currently being developed to mirror the requirements of the external contracts and their associated Contract Management Plans. These agreements will aim to ensure that consistent value and quality outputs are provided by LBS, establish how performance is measured, and implement clear early warning mechanisms, and reporting routes to provide some assurance regarding consistency of service, outputs and value, allowing for any remedial action to be taken should it be necessary.

- 4.6.4 As noted in paragraph 4.5.1, there is a risk that the council may not have sufficient budgets or structures in place should TUPE be deemed to apply (from the current contractor into the council).
- 4.6.5 Incorporating Lessons Learnt from the 2011 procurement of planned works, key areas to monitor and potential areas of risk are – ensuring we are able to provide contractors with current stock data and enable to inform contractors of the future work programme, promoting partnership working; establishing a robust performance management framework and having a clear understanding, both internally and by contractors, of how the Leeds framework will operate.
- 4.6.6 The Finance and Performance work stream has specific objectives to identify and develop appropriate incentivisation, performance management and pricing mechanisms for each of the contracts. The Procurement Documents and Process workstream is responsible for ensuring sufficient stock data/future work programmes are included in the tender documents and detailing the mechanisms for how the Leeds framework will operate.

## **5 Conclusions**

- 5.1 In line with the recommendations made in the February 2015 Executive Board Report, the project team are proposing to deliver the service using a mixed economy, procuring new contracts with private contractors and reviewing arrangements with LBS to provide the service on an elemental, city-wide basis.
- 5.2 The project team conducted a series of market sounding events during May and June 2016 to gain feedback from the market and ensure that the tender is pitched correctly to optimise quality bids and value for money. The findings of this have been reflected in the proposed procurement strategy.

## **6 Recommendations**

- 6.1 The Director of Environment & Housing is recommended to:
  - 6.1.1 Approve the procurement strategy and the overall scope and budget for contracts to deliver planned investment to council housing stock from 1<sup>st</sup> April 2018.
  - 6.1.2 Approve the proposed budget (funded through HRA) over a four year term of up to circa £160m (£40m per annum).
  - 6.1.3 Note that Housing Category Board have provided their support to the procurement strategy, scope and budget via a report presented on 12<sup>th</sup> September 2016.

## **7 Background documents<sup>1</sup>**

- 7.1 February 2015 Executive Board Report:  
<http://democracy.leeds.gov.uk/documents/s127380/Housing%20Repairs%20Cover%20Report%20020215.pdf>
- 7.2 Housing Category Board Report April 2016
- 7.3 Housing Category Board Report September 2016

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents

does not include published works.