

Report of: Housing Growth Team

Report to: Director of Resources and Housing

Date: 30th November 2018

Subject: Council Housing Growth Programme: Extra Care Package 1 – appointment of partner via the North Yorkshire County Council framework to deliver four Extra Care schemes across the city.

Are specific electoral Wards affected?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, name(s) of Ward(s): Adel and Wharfedale, Ardsley and Robin Hood, Killingbeck and Seacroft, and Rothwell		
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 type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
If relevant, Access to Information Procedure Rule number: Appendix number: 1		
Appendices 1 & 3 to this report has been marked as confidential under Access to Information Procedure Rules 10.4 (3) on the basis that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information) which, if disclosed to the public, would, or would be likely to prejudice the commercial interests of that person or of the Council.		

Summary of main issues

1. This report concerns four sites which are to be used provide Extra Care housing schemes on sites in, Holt Park, Seacroft, West Ardsley and Woodlesford. These schemes have been combined to be delivered through one procurement exercise.
2. The sites form part of the Extra Care programme, which set out to Executive Board in July 2017 the proposals for extra care housing for older people across the City as part of the Council House Growth Programme, which also supports the Better Lives Programme.
3. The delivery partner is being procured via the North Yorkshire County Council (NYCC) Extra Care Framework to finance, design, build, manage and provide services through a single procurement process.

4. On 30th April 2018, tender documentation was issued to 6 shortlisted contractors on the NYCC Extra Care Framework. Four tender submissions were received.
5. All four tenders were reviewed for quality, price and design criteria, with evaluation sessions taking place over a three week period in late summer 2018. Consultees including the Leeds Tenant Consultation Group, and various Leeds City Council departments were involved in the evaluation.

Recommendations

It is recommended that the Director of Resources and Housing approves the decision to enter into partnership with a consortia made up of Ashley House Ltd/Morgan Ashley LLP and Home Group Ltd to design, build, manage and provide Extra Care services at the four sites

To note that development agreements will be subsequently awarded for each of the extra care schemes which will be developed through this project.

1 Purpose of this report

- 1.1 The purpose of this report is to seek approval to appoint a partner to design, build and run four Extra Care schemes across the city following a procurement process that has used the NYCC framework. Following the evaluation of the tenders submitted the Council is looking to appoint a consortia made up of Ashley House Ltd/Morgan Ashley LLP and Home Group Ltd as this partner.

2 Background information

- 2.1 The Leeds Vision for Extra Care Housing is to work with partner organisations to construct more than 1000 units of Extra Care Housing by 2028 to meet the growing demand for this accommodation type and population forecasts.
- 2.2 Extra Care housing is primarily for people who have care and support needs as well as a housing need. An extra care scheme;
- Provides on-site access to 24/7 emergency or unplanned care which is an additional feature that separates it from other forms of retirement living.
 - Helps to alleviate social isolation through access to shared facilities, dining and activities.
 - Allows people to use their personal budgets in order to make their own alternative arrangements for the provision of planned care.
 - Is accessible and flexible accommodation designed, or capable of being adapted, to support the delivery of personal social and health care services (as regulated by the Care Quality Commission, CQC).
- 2.3 The delivery of Extra Care Housing through the Council Housing Growth Programme ties in closely with the Best Council Plan 2017-2018 by providing housing as the city grows and supports the delivery of the Better Lives programme through:
- supporting the health and well-being of older people who wish to live independently
 - providing an alternative to residential care
 - ensuring that older people have a wider choice of housing and care options including the provision of person centred care and support
 - increasing the supply of specialist homes for older people that are for rent, shared ownership and for sale.
- 2.4 The July 2017 Executive Board Report on the Delivery of Extra Care, outlined the investment being made in the delivery of extra care as part of the Council House Growth Programme, the identified Council owned sites which should be dedicated to the delivery of extra care, the need assessment undertaken providing the

evidence base for extra care and the potential revenue savings to the Council from the provision of additional extra care.

- 2.5 In order to address this growing need, resources have been identified as part of the Council House Growth Programme to enable the Council to invest £30m in the development of Extra Care Housing across the city.
- 2.6 A shortlist was proposed containing six Council owned sites which could be potentially used for the delivery of Extra Care, and Executive Board in July 2017 approved these six potential sites to enable the delivery of Extra Care Housing Programme.
- 2.7 Since Executive Board considered the report on Extra Care delivery in July 2017, the Council's team has:
- undertaken market engagement with the North Yorkshire Framework to identify our wider plans and to encourage development in priority areas;
 - sought approval to the priority for site delivery from the agreed long list of sites
 - secured internal funding for site survey and investigation works and other enabling works to be commissioned;
 - sought the framework provider views on the remaining sites so that a delivery timetable and tenure mix for them can be established;
 - considered the legal and commercial structure required to purchase units from the providers where facilities will not be wholly Council-owned.
- 2.8 It is through this engagement with providers and internally within the Council that the following strategy has been developed. This strategy includes two distinct elements:
- Using the NYCC Extra Care Framework to engage a partner to provide extra care schemes which they design and build, finance and operate which will utilise some of the sites available.
 - Run separate procurements on a design and build basis to procure Council owned extra care schemes for the remaining sites. This will likely mirror the model used at Wharfedale View where the Council owns and manages the scheme, with care commissioned separately.
- 2.9 The first procurement under this project, and the subject of this report is to deliver extra care housing at the following four sites – Farrar Lane - Holt Park, Westerton Walk, West Ardsley, Former Seacroft Library – Seacroft and Windlesford Green – Rothwell. The Council has undertaken a call off competition from the North Yorkshire County Council Extra Care Framework to appoint a partner to deliver all four schemes.

- 2.10 Market sounding activities were undertaken in November 2017 and January 2018 with the six providers on the NYCC framework, and confirmed that a larger number of sites in the package would be the preferred method, as multiple procurement exercises would lead to lower interest from the market.
- 2.11 The NYCC Extra Care Framework has been established to deliver extra care schemes through an end to end process. The appointed partner will be responsible for design and build, finance and scheme operation and service delivery (with core services being housing and buildings management, care and support and catering). The appointed partner will build the developments before purchasing each of the sites from LCC and the completed scheme will be owned by the partner organisation. Any tenants living with the scheme will be tenants of the managing RSL and not Council tenants.
- 2.12 Each of the four schemes can provide a mixed tenure schemes providing homes for outright sale, shared ownership and affordable rent. The Council will receive nomination rights to the affordable rent units on each of the four schemes. A minimum of 35% units for affordable rent is being sought.
- 2.13 To appoint the partner to deliver all four extra care schemes, the Council undertook a price/quality competition under the NYCC framework. The price evaluation looked at key aspects including the care price, rent levels and cost for Housing Management activities. Bidders were also asked to make a next offer for the Westerton Walk site (the exemplar scheme) and gross offers for the subsequent sites. These offers are conditional on planning permission and unknown ground conditions. The quality evaluation examined a range of factors including the construction programme, settling in period for residents and beyond, and how the design can produce positive outcomes for residents.
- 2.14 As part of the tender process, the bidders were also required to submit a phasing programme of works and services for all four extra care schemes that sets out timescales/milestones for delivery of the schemes which is achievable.
- 2.15 The procurement exercise was run with a 60% quality and 40% price split. Detailed evaluation criteria was approved by the Director of Resources and Housing in April 2018 in accordance with CPR 15.1

3 Main issues

- 3.1 The tender opportunity was advertised to the organisations on the North Yorkshire County Council (NYCC) Extra care framework agreement on the 30th April 2018.
- 3.2 Following the issue of the tender documents there bidders were able to raise questions as tender clarifications throughout the process, and there were some clarification sessions held in person so that bidders could ask questions directly to the project team.
- 3.3 A number of queries were asked relating to housing benefit towards the end of the tender clarification period. In order to ensure that the feedback the Council could give was clear, and that bidders had enough time to take any information into

account, the Council issued a 2 week tender extension. This meant that the closing date of the tender was 3rd August 2018.

3.4 Four tender submissions were received on 3rd August 2018 and were assessed in line with the evaluation methodology published in the Instructions to Tender.

3.5 The core quality evaluation panel comprised of the following Leeds City Council officers; Programme Manager Better Lives – Adults and Health, Service Manager – Resources and Housing and Commissioning Officer – Adults and Health. This core panel was joined and supported by guest scorers and consultees for specific scoring criteria where appropriate. A separate Design Evaluation Panel comprised of Planning and Highways officers reviewed bidders' designs only. Consultees, guest scorers and design panel members are listed below with the area of the evaluation they participated in.

- Senior Planning Officer (Consultee: Design Panel)
- Technical Manager (Consultee: Design Panel)
- Senior Design Officer (Consultee: Design Panel)
- Group Engineer (Consultee: Design Panel)
- Planning Landscape Architect (Consultee: Design Panel)
- Senior Technical Manager (Consultee: Pricing Panel)
- Commercial Accountant (Consultee: Pricing Panel)
- Team Leader – Communities and Environment (Consultee: Pricing Panel)
- Employment Access & Growth Manager, Social Value – Employment and Skills (Guest Scorer):
- Tenant Procurement Group (Consultees - Resident communication and engagement).

3.6 The price evaluation was undertaken by the officers in the Housing Growth team, in conjunction with colleagues from Adults and Health, Housing Benefit and City Development.

3.7 The Core Panel assessed the bidders' quality submissions individually before coming together with procurement support to arrive at a consensus score and consider the consultees' feedback. An Evaluation Matrix which details all scores is attached as confidential Appendix 1.

Quality Scoring Criteria

3.8 The specific questions were for the quality criteria were approved by the Director of Resources and Housing in April 2018. Minimum thresholds applied to all of the quality questions (if a bidder scored 4 or less out of 10, the Council reserved the right to disqualify the bid).

3.9 The topics which were covered under the evaluation were:

- Services – including ensuring they have a skilled and stable work force, ensuring that residents receive individualised care and support, coordinating activities in a holistic manner, catering requirements and ensuring that schemes are integrated in the wider community.

- Works – dementia friendly design, key site risks and quality assurance throughout the design, build and handover stages of the project.
- Programme management – phasing of the different schemes, key financial risks and stage holder engagement, including resident engagement.
- Social Value – employment and skills, contribution to a strong local economy and a compassionate city, working in partnership with others and overall management, monitoring and reporting of the social value plan.
- Design, and how they impact on the lives of those living in the schemes – including ensuring that the scheme is an attractive, safe and secure place to live, environmental and sustainability considerations, making a pleasant and practical working environment for staff, refuse and recycling, tenure mix, ensuring no differentiation of offer in reference to tenure type, health, safety and fire safety, assistive technology adaptability and minimising maintenance costs.

Price criteria

- 3.10 The prices submitted focussed on the following areas, weekly rent, housing management cost, care costs, flexi care and support charge as well as offers for purchasing Westerton Walk (net offer) and for the three subsequent sites (Windlesford Green, Farrar Lane and Seacroft Green – gross offers).
- 3.11 One bid – failed to comply with the Council’s specification so their bid has been deemed non-compliant. Further details can be found in confidential appendix 3.
- 3.12 Following completion of the price and quality evaluation, the consortia of Ashley House and Home Group Ltd achieved the highest score. A full summary of the evaluation scores can be found in confidential appendix 1 and 3.
- 3.13 The unsuccessful bidders will be informed of the outcome in accordance with the standstill procedures, subject to approval of the recommendation in this report.
- 3.14 The overall evaluation/due diligence process has identified that the successful bidders have the capacity, resource and experience within this operational field of work deemed necessary to deliver the service requirement. See also section 4.7 of this report.
- 3.15 Financial checks have been carried out to ensure that the successful organisations are not a risk to the authority. Results of this process will be kept on file, and this will be repeated a key stages of the project and before any development agreements are signed.
- 3.16 Monthly meeting will be held with the Ashley House / Home Group and the Housing Growth Team to manage the delivery of each of the four schemes, in line with the contract management processes outlined in the tender documents.
- 3.17 The consortia comprising of Ashley House Ltd/Morgan Ashley LLP and Home Group Ltd have submitted designs which show a 64 unit scheme at Westerton Walk, with 38 one bedroom flats and 26 two bed room flats. Following this contract

award the council will work with these organisations to progress these designs so that a development agreement can be entered into. Work will also start on designing and delivering the subsequent schemes at Windelsford Green, Seacroft Crescent and Farrar Lane.

4 Corporate Considerations

4.1. Consultation and Engagement

- 4.1.1. A communication strategy for the Extra Care project has been developed by the project team which outlines the process for consulting and engaging with key stakeholders in relation to individual schemes and which will be applied to all the new build schemes delivered under the programme. People in neighbouring properties will be consulted appropriately as will other local residents/stakeholders through the life of the project.
- 4.1.2. Following the conclusion of this evaluation process, consultation has taken place on an individual basis with members, where appropriate, throughout the course of the project to date. Consultation was held with local ward members in the four wards which will benefit from these extra care housing schemes prior to contract award. Ten Members have actively supported the proposals. At the time of writing, a further consultation session has been set up with the remaining member who has not yet been able to comment.
- 4.1.3. A ward member for Rothwell ward does not support the proposal, as his preference is for a Council run and managed extra care housing scheme, rather than a scheme delivered through an external provider, as he wishes to maximise the number of affordable units available in his ward. The strategy to deliver extra care housing through both external providers and directly through the Council, however, was previously approved by Executive Board in July 2017. The member for Rothwell has asked for assurance about the impact on existing residential care schemes in the Rothwell area.
- 4.1.4. The members in all areas requested confirmation about the level of affordable rented housing in schemes and for further information about the lettings policy for the schemes. They also agreed that communications plans should be put in place to ensure that all the relevant stakeholders could be engaged as schemes progressed and to ensure that timelines for key activities during the delivery stage could be planned for appropriately.
- 4.1.5. Members in the affected wards have also been consulted on a quarterly basis as in line with the Communications strategy, including ahead of the initial Expression of Interest exercise, with further follow ups for members which have sites in the first package which came about as a result of this exercise.
- 4.1.6. Consultation has taken place on an individual basis with members, where appropriate, throughout the course of the project, this will continue as the project progresses.
- 4.1.7. Tenant engagement will also take place using the Council's experience on previous housing projects, utilising a tenant procurement group where appropriate to ensure

that tenants' views are being taken into account during the evaluation process. A comprehensive Stakeholder and Engagement plan is being finalised to ensure all relevant stakeholders are consulted and communicated with as required throughout the programme of work proposed.

- 4.1.8. In developing our extra care offer both Voice for Older Leeds Tenants and the Leeds Older People's Forum have been consulted and are very supportive of the approach we are undertaking to deliver specialist accommodation for older people in Leeds. Both these groups will be key stakeholders ongoing through the delivery of the project. We will also look to ensure we seek views from minority groups across Leeds through existing channels of consultation and communication.
- 4.1.9. As part of a wider client review, resident and staff evaluation has taken place within our current Extra Care provision in order to test the efficacy of the Leeds Model in improving outcomes for new residents and the projected benefits of our overall approach to care management. This feedback has provided baseline data about the comprehensive costs, benefits, and circumstances of residents moving into Extra Care housing and been used to inform both the design brief and the care and support specifications
- 4.1.10. To support the delivery of this scheme, the Housing Growth Team/Project Team will engage with local members at the following points in the scheme development/procurement process:
- Design Brief – Briefing on the design brief for the site and any constraints.
 - Design Development – Site specific briefings will be arranged with the contractor's architect upon appointment of the successful bidder and prior to planning submission.
 - Contract Award – Briefings will be held to inform local members about the decision.
 - Construction Phase – Local members will be informed of the start on site date and briefed on progress regularly throughout the construction phase.
- 4.1.11. Pre-planning meetings will be held with officers from Planning, Highways and building control prior to the submission of the planning application.
- 4.1.12. A local consultation event will be arranged prior to submission of the planning applications.

4.2. Equality and Diversity / Cohesion and Integration

- 4.2.1. An Equality, Diversity, Cohesion and Integration (EDCI) screening has been completed which looks at the potential impact of the delivery of up to 200 new Extra Care homes on equality, diversity, cohesion and integration as part of the wider Council Housing Growth Programme (CHGP).
- 4.2.2. It has determined that the proposals have a positive impact in terms of Equality and Diversity and that a full assessment is not required. The proposals reflect differences in need in relation to existing and predicted supply of Extra Care

housing across the city's neighbourhoods and seek to facilitate an increase in supply to meet current and predicted localised gaps in provision.

4.3. Council Policies and Best Council Plan

4.3.1. Making Leeds the Best City to Grow Old In has been highlighted as one of our seven Breakthrough Projects and a key strategic priority as set out on the Best Council Plan. We want Leeds to be an age-friendly city and one in which older people have a range of opportunities to live healthy, active and fulfilling lives. The Best Council Plan 2017-18 includes a number of the key priority areas will be supported by the delivery of extra care housing as follows:

- Good growth
- Health and wellbeing
- Better lives for people with care and support needs

4.3.2. In aspiring to be the 'Best city in the UK', the Core Strategy also takes forward the spatial and land use aspects of the Vision for Leeds, City Priority Plans and the Best Council Plan (in particular, Objective 2: to 'Promote sustainable and inclusive economic growth').

4.3.3. Supporting the delivery of housing growth including affordable housing is integral to the Housing Growth and High Standards in all sectors breakthrough project. The delivery of affordable housing underpins the Council's ambition for Leeds as a Strong Economy and a Compassionate City.

4.3.4. Implementing the Better Lives Programme is key to delivering the Council's 'Best Council Plan 2015-2020'. The Plan identifies specific priorities for 2017-18 to make Leeds "The Best Place to Grow Old in" and to provide "Early Intervention...reducing health inequalities". These priorities link closely with the realignment of services to be more responsive to older people's needs, giving them greater choice and control over their care and reducing the impact on longer-term care services. The Plan also refers to Leeds intention to "become a more efficient and enterprising council", which again is reflected by the move towards wider provision of extra care.

4.3.5. The construction of the schemes will help to create training and employment opportunities within the local community. Social value requirements are included as part of the tender requirements. In their response to Quality Question 12 bidders confirmed that they could meet the employment and skills requirements for a scheme of this size and provided a methodology for meeting the requirements.

4.4. Resources and value for money

4.4.1. The day to day management of this project is led by the Director of Resources and Housing. To enable the project to progress at pace, and to ensure all strands of the project are considered a multi-disciplinary cross directorate team which includes officers from Adults and Health and Resources and Housing has been established to deliver the project.

4.4.2. The programme and budget is managed through the Housing Growth Team in

conjunction with Corporate Resources and Resources and Housing Finance Teams.

Revenue effects

- 4.4.3. The total funding injected and available for the Council House Growth Programme at June 2017 is £108.3m. It is through this funding that the £30m has been identified for the delivery of extra care housing. The funding for the extra care project is made up of HRA borrowing, Right to Buy receipts and HCA grant. The exact mix of funding sources used for each extra care scheme delivered will be determined once the delivery route and tenure mix for each scheme is confirmed.
- 4.4.4. However, it is anticipated that none of the £30m HRA funding will be used for the first package of four sites, rather the chosen partner organisation will finance the project in return for the opportunity to provide extra care on the sites. Revenue will also be generated for the Leeds City Council through the Extra Care providers purchasing the four sites.
- 4.4.5. The project team have also modelled the potential benefits of Extra Care versus Residential Care and it is evident that it will deliver significant efficiencies to the Council for each person funded by the authority living in Extra Care. Initial financial comparisons on the cost of residential care versus extra care (based on the actual tendered care package for Westerton Walk) reveal that extra care, even with all care recipients having high care and support needs, costs significantly less. An exact breakdown of this based on tendered prices submitted by Ashley House Ltd/Morgan Ashley LLP and Home Group Ltd is included in confidential appendix 3.
- 4.4.6. Guide prices were published with the tender for care and support charges and these figures can be used to model the potential benefits of Extra Care versus Residential Care.

	Weekly cost of care and support in an extra care scheme	Weekly cost of residential care	Weekly systems saving
Medium levels of care - 2 hours per day	£210.00*	£544.50**	£334.50
High care and support needs	£315.00*	£544.50	£229.50

* Based on the highest guide prices which were published for bidders for care and support

**Mean average cost of Residential Care based on current cost of both Local Authority and Independent Sector provision

- 4.4.7. It is evident that even with these conservative modelling that the minimum projected efficiency saving of £229.50 per week for an individual with high care and support needs. This would generate a significant system cost saving per week for the Council.

- 4.4.8. Affordable rent and Housing Management charge - Housing Benefit have been consulted and have provided in principle support for Ashley House Ltd/Morgan Ashley LLP and Home Group Ltd's weekly rent levels. Based on current average market rents for Extra Care housing in Leeds the proposed rents also meet the threshold for affordable rent rates which is 80% of private market rents for Extra Care within the locality. Under this regime, Extra Care Housing and other specialist housing rents can be uplifted by up to 10% to reflect higher costs associated with the scale of communal space and specialist facilities.
- 4.4.6 Extra Care would also bring about financial benefits to Self-Funders as the comparative weekly cost of Extra Care versus Residential Care is significantly lower. They would also have the option as owner/occupiers to retain the capital value of their apartment.

4.5. Legal Implications, Access to Information and Call In

- 4.5.1. Given that the Executive Board decision in July 2017 was a treated as a Key decision, all decisions which are a direct consequence of that Key decision taken by executive board can therefore be treated as Significant Operational Decisions in accordance with Article 13.4b.
- 4.5.2. The Director of Resources and Housing, is the lead in the project, however some decisions in relation to relevant land transactions will be taken by the Director of City Development. As a result, the authority to award can be signed by the Director of Resources and Housing (or the appropriate person with authority delegated under his scheme) as a Significant Operational Decision.
- 4.5.3. Similarly any decisions that are taken by the Director of City Development, whether by the Director or appropriate person under his sub-delegation scheme, can be treated as Significant Operational Decisions if they flow from this original executive board decision.
- 4.5.4. It has been confirmed by the commercial team within Procurement and Commercial Services, that for the purposes of CPR12 that the North Yorkshire County Council extra care framework, call off terms and conditions and other associated documents can be used. This was subject to the project team undertaking the following:
- There was a further review of such documents so that they were amended and supplemented (within the scope of the framework) to take into account specific LCC requirements and project specifics
 - They are only suitable for use for projects where the provider purchases the site, design, builds, finances and operates the scheme
 - The commercial structure will also be arranged so that the selected partner signs the Call Off terms and conditions, however it will then enter into a separate development agreement for each scheme.

- 4.5.5. The legal and contractual obligations of the Council and bidders will be managed through the NYCC framework and the Call off Contract which has been approved by officers the Procurement and Commercial Services. The legal and contractual implications of this project are set out throughout this report particularly in section 4.7 (risk management) below.
- 4.5.6. A 10 day standstill period will be carried out in accordance with the procurement regulations to allow the unsuccessful bidder to view the outcome of the procurement exercise in an open and transparent manner.

4.6. Risk Management

4.6.1. In November 2017 a workshop was facilitated to identify any risks specifically related to this procurement strategy which were added to the programme risk log. This is reviewed on a monthly basis and any high or very high risks are reported to the Council Housing Growth Programme Board so that the mitigating action can be reviewed. The project team will continue to monitor the identified risks and consider any new risks moving forward through the design development phase, contract award and mobilisation.

4.6.2. Risks specific to this procurement route / scheme are as follows:

- No or inadequate tenders being submitted – this was mitigated through running expression of interest stage as well as further market engagement through the NYCC Extra Care Framework.
- Capability and Capacity of organisations to deliver the Councils requirements – this has been mitigated through the use of the NYCC Extra Care framework. The organisations appointed have already been through a robust procurement process and are capable of delivering the Council's requirements. During the engagement process with these organisations they have confirmed they have the capacity to carry out the Council's requirements.
- Poor Contract Management – this will be managed through the use of a proportionate contract management plan and ensuring its use.
- Procurement Challenge – this will be mitigated through following best procurement practice, ensuring fairness and transparency, and consultation with PACS Commercial team to ensure robustness.
- Damage to the Council's Reputation – this has be mitigated through market engagement, clear documentation/instructions and effective contract management which will diminish the risk of reputational damage.
- Poor Delivery of Care and Support Service – this will be mitigated through the provision of feedback to the Service Provider based on performance monitoring reports carried out by the Council. This feedback will be provided via quarterly monitoring meetings. The exceptions to this are any issues arising from the monitoring that require immediate attention.

- Late delivery of the contract – this will be mitigated through the clearly structured timeline to support service deliver and ownership of the project group and associated officers to ensure that this is adhered to.

5 Conclusions

- 5.1 A procurement exercise has been conducted by the Housing Growth Team and in accordance with the Regulations and the Council's Contracts Procedure Rules using the NYCC Extra Care framework.
- 5.2 A price/quality evaluation of the tender submissions using the published evaluation criteria has resulted in Ashley House Ltd/Morgan Ashley LLP and Home Group Ltd achieving the highest overall score

6 Recommendations

- 6.3 It is recommended that the Director of Resources and Housing approves the decision to enter into partnership with a consortia made up of Ashley House Ltd/Morgan Ashley LLP and Home Group Ltd to design, build, manage and provide Extra Care services at the four sites
- 6.4 To note that development agreements will be subsequently awarded for each of the extra care schemes which will be developed through this project.

7 Appendices

Appendix 1 – Evaluation Matrix (CONFIDENTIAL)

Appendix 2 - Equality, Diversity, Cohesion and Integration Screening

Appendix 3 – Evaluation Summary (CONFIDENTIAL)