

## NOTICE OF MEETING

# CABINET MEMBER SIGNING

**Monday, 9th March, 2026, 3.00 pm - Alexandra House, Station Road, N22 7TY (watch the live meeting [here](#), watch the recording [here](#))**

**Councillors:** Sarah Williams

### **1. FILMING AT MEETINGS**

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The Chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

### **2. APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

### **3. DECLARATIONS OF INTEREST**

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a

pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct

**4. URGENT BUSINESS**

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear).

**5. DEPUTATIONS / PETITIONS / QUESTIONS**

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's Constitution.

**6. MTC -STRUCTURAL PROGRAMME (2026-2028) (PAGES 1 - 10)**

**7. HOSTELS - MAJOR WORKS PROGRAMME (PAGES 11 - 18)**

**8. EXCLUSION OF THE PRESS AND PUBLIC**

Items 9-10 are likely to be subject to a motion to exclude the press and public be from the meeting as *they* contain exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 3 and 5, namely information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**9. EXEMPT MTC -STRUCTURAL PROGRAMME (2026-2028) (PAGES 19 - 22)**

**10. EXEMPT HOSTELS - MAJOR WORKS PROGRAMME (PAGES 23 - 26)**

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Fiona Alderman  
Director of Legal & Governance (Monitoring Officer)  
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Friday, 27 February 2026

**Report for:** Cabinet Member signing – The Cabinet Member for Housing & Planning

**Title:** MTC –Structural Programme (2026–2028)

**Item number:** CP – 00419

**Report authorised by:** Sara Sutton – Corporate Director of Adults, Housing & Health

**Lead Officer:** Lauren Parker- Alliance Contract Manager

**Ward(s) affected:** All Wards

**Report for Key/  
Non Key Decision:** Key Decision

### **1. Describe the issue under consideration**

- 1.1 In accordance with Contract Standing Order (CSO) 2.01(c) and CSO 0.08 this report seeks approval from the Cabinet Member for Housing and Planning (Deputy Leader) to award a contract to Tenderer A for the sum of £2,000,000. The contract is for delivery of essential structural works to housing properties across the borough.
- 1.2 The main contract will be procured as a two-year JCT Measured Term Contract (MTC) commencing May 2026.
- 1.3 In addition to the contract cost Cabinet Member for Housing and Planning approves the professional fees of £301,555.00 which represents 15.08% of the contract sum. The total project cost will be £2,301,555.00.
- 1.4 Details of Tenderer A and the other bidders are in Appendix A (Exempt Report).

### **2. Cabinet Member Introduction:**

Not Applicable

### **3. Recommendations**

- 3.1 Pursuant to Contract Standing Order (CSO) 2.01(c), it is recommended that the Cabinet Member for Housing and Planning (Deputy Leader) approves the award of a Measured Term Contract to Tenderer A in the sum of £2,000,000 for the delivery of essential structural works to properties across the borough. The Contract will be for a period of two years commencing May 2026 and concluding May 2028. It is expected that financial completion of the scheme will complete December 2029.

- 3.2 The report also requests Cabinet Member approval for issuing a Letter of Intent to Tenderer A for the sum of £200,000.00. The value of the Letter of Intent is in line with CSO 16.04 which allows a Letter of Intent to be issued for £200,000.00 or 10% of the contract value whichever is the higher.
- 3.3 It is further recommended that the Cabinet Member for Housing and Planning approves the professional fees of £301,555.00 which represents 15.08% of the contract sum. The total project cost will be £2,301,555.00.

#### **4.0. Reasons for decision**

- 4.1 The Council is currently experiencing a high and increasing volume of structural referrals across its housing stock. These referrals are driven by structural defects identified through inspections and resident reports.
- 4.2 Procuring these works as standalone projects has proven inefficient and costly, particularly for low and medium-value schemes, due to repeated tendering exercises, extended lead times, and fragmented delivery programmes.
- 4.3 A Measured Term Contract (MTC) offers a more efficient and flexible solution in managing these works by enabling the Council to respond quickly to minimising the structural risks and reducing the potential for disrepair claims. The MTC will also enable the Council to maintain control of programming the works and achieving better cost control through an agreed schedule of rates.
- 4.4 The MTC model also supports grouping multiple projects under one contractual framework, reducing procurement overheads and ensuring specialist capability is retained throughout the term.
- 4.5 It should be noted that the £2,000,000.00 contract value represents an estimated cost for the works over the 2-year period rather than a guaranteed spend. This is because the actual volume of works will depend on ongoing structural assessments and prioritisation.
- 4.6 In addition to the cost for the works, the professional fees which will include the following disciplines - structural engineer, building surveyor, contract administrator, CDM 2015 principle designer, cost consultant, party wall surveyor will be for the amount of £301,555 bringing the total project cost to £2,301,555.00.
- 4.7 The properties included in this programme will generally comprise single dwellings, houses converted into self-contained units, and low - to medium-rise blocks. The project will deliver extensive structural remediation works to restore and maintain the long-term integrity of these buildings.

By addressing underlying structural issues, the programme will significantly reduce the need for reactive repairs and associated maintenance, alleviating pressure on the repairs service budget and improving cost efficiency over the life of the assets.

- 4.8 A key objective of the Housing Asset Management Strategy is to ensure that Haringey’s housing assets are safe and fully compliant with current Building Safety Regulations. The award of contract to Tenderer A will ensure that compliance is met and the Council meets its legal and statutory obligations.
- 4.9 The programme also supports the Corporate Delivery Plan (2024-2026) objectives under the ‘Homes for the Future’ and ‘Place and Economy’ themes by safeguarding residents, reducing reactive repairs demand and delivering social value through local employment and supply chain commitments.
- 4.10 The project was tendered via the London Construction Programme Housing Framework under Lot 2.2 Retro-fit, refurb and adaptations category. The Council received two compliant bids.
- 4.11 The tenders were received on 31<sup>st</sup> October 2025, and the evaluation was overseen and managed by the Council’s Strategic Procurement Team.
- 4.12 The evaluation process was carried out in accordance with the Invitation to Tender requirements and was based on 40% price and 50% quality and 10% social value.
- 4.13 The pricing evaluation of the tenders was carried out by external multi-disciplinary consultants and Haringey Council’s quantity surveyor in accordance with the procedures set out in the ‘Instructions for Tendering’.
- 4.14 Tenderers were required to present their Quality Submissions, which represented 50% of the overall tender evaluation. To remain eligible for consideration, each tenderer was required to achieve a minimum threshold of 50% of the available quality points within this section.
- 4.15 A moderation meeting was convened on 18th December 2025, chaired by Haringey Council’s strategic procurement team. The panel comprised officers from asset management and structural engineering, together with a representative from the multi-disciplinary consultants. During the moderation, panel members reviewed individual quality scores and undertook a structured discussion to ensure that all evaluations were evidence based. Final scores were agreed through a consensus approach, reflecting the majority view.
- 4.16 Both tenderers successfully met the minimum scoring threshold as described above. Consequently, their quality submissions and bids were accepted and evaluated.

The table below displays the scores for each contractor based on price, quality, and social value.

<b>Tenderer</b>	<b>Price 40%</b>	<b>Quality 50%</b>	<b>Social Value 10%</b>	<b>Total %</b>	<b>Rank</b>
A	40.00%	40.00%	8.50%	88.5%	1
B	33.14%	39.50%	4.25%	76.89%	2

- 4.17 Tenderer ‘A’ was ranked first as they provided the most advantageous tender.

- 4.18 The combined scores for Price, Quality, and Social Value for Tenderer A resulted in a score of 88.5%. Their pricing is in the lower range compared to other tenderer, and their submission is within an acceptable range, which minimises any degree of risk given the currently unknown quantity and level of works.
- 4.19 Tenderers were asked to provide social value submissions, which accounted for 10% of the total Tender score. The London Borough of Haringey is dedicated to a performance and evidence-based approach to Social Value. Using the National TOMs (Themes, Outcomes, and Measures) System developed by the Social Value Portal, bidders were required to propose credible targets for the following performance areas, which would be monitored:
- Local employment: The number of residents employed directly or through the supply chain.
  - Local supply chain spend: The amount spent within the local supply chain.
  - Equipment or resources donated to VCSEs

The financial value of the Social Value commitment is detailed in Appendix A – Exempt Report.

- 4.20 Based on the outcome of the tender evaluation, it is recommended that the tender is awarded to Tenderer 'A'.

## **5. Alternative options considered**

- 5.1 An alternative approach considered was to procure individual projects on a case-by-case basis rather than adopting a Measured Term Contract (MTC). This option was discounted because the cumulative cost of repeated procurement exercises, including officer time and consultant fees, would make it economically inefficient.

Furthermore, a fragmented approach would significantly delay delivery, preventing the Council from meeting its strategic objectives of ensuring that 100% of homes achieve the Decent Homes Standard by 2028. The MTC model provides a streamlined, cost-effective solution that supports timely delivery and programme certainty.

- 5.2 Another option considered was to deliver these works under Haringey Council's existing partnering contracts. However, this approach was deemed unsuitable because partnering arrangements are designed primarily for planned maintenance and standard improvement programmes, not for a programme of specialist structural remediation works.

## **6. Background information**

- 6.1 The Council has a statutory duty to maintain its housing stock. Failure to fulfil these obligations could lead to significant legal, financial, and reputational risks, as well as having a negative impact on residents' wellbeing. To meet these

requirements, the Council is expected to inspect, identify and carry out any structural works which could compromise the long-term integrity of its housing stock.

- 6.2 During these regular inspections, Haringey Repairs Service have identified properties which require significant structural works. As these works are beyond the scope of the Repairs Service, these projects are referred to the Major Works Team who in conjunction with Haringey’s Structural Engineers, commission a team of specialists to manage these works. The specialists provide support in terms of monitoring the structural movement, developing a scope of remedial works, provide costs estimates, prepare tender documents and monitor the quality of works on-site.
- 6.3 The £2m funding for this project enable the Council to identify properties in need of significant structural works and deliver a programme of structural remediation works for the financial years: 2026/27, 2027/28 and 2028-29. The scheme will be funded from the Major Works Capital Programme budget.
- 6.4 The projected cashflow and programme for the project is as follows: -

<b>Projected Cashflow</b>				
	<b>26/27</b>	<b>27/28</b>	<b>28/29</b>	<b>Total</b>
Works	£812,500	£1,137,500	£50,000	£2,000,000
Fee's	£122,525	£171,535	£7,495	£301,555
<b>Total</b>	<b>£935,025</b>	<b>£1,309,035</b>	<b>£57,495</b>	<b>£2,301,555</b>

<b>Outline Programme</b>	
Anticipated start on site	May 2026
Anticipated practical completion	May 2028
Financial completion	December 2029
Contractor	Details in Appendix A - Exempt Report

## 7. Consultation

- 7.1 Resident and stakeholder consultation will be an ongoing process, beginning as soon as the programme is agreed with the appointed contractor. Engagement activities will include written communication and face-to-face meetings with residents to ensure clarity, transparency, and a shared understanding of the works. Regular updates will be provided throughout the project, covering contractor information, programme timelines, and opportunities for residents to offer feedback at each stage.

To support this approach, dedicated Resident Liaison Officers from both the contractor and Haringey Council will be in place for the full duration of the contract, ensuring consistent communication and support for all residents involved.

## **8. Leasehold Implications**

- 8.1 There will be leasehold properties included in this project.
- 8.2 Under the terms of the lease, the lessee is required to make a contribution towards the cost of maintaining in good condition the main structure, the common parts and common services of the building. Such contributions are normally recovered by the freeholder through the lessees' service charge account.
- 8.3 In accordance with the Service Charges Regulations 2003, under Schedule 2, the statutory 30-day Notification of the Landlord's proposals to enter into Qualifying Long-Term Agreements were issued on 7 April 2025 and expired on 10 May 2025.
- 8.4 This consultation process differs from that of major works, where specific cost estimates can be provided. For longer-term agreements, leaseholders' comment on the necessity of the agreement rather than on specific cost estimates.
- 8.5 Notice of Estimates will therefore be issued once the extent of the works required for leaseholder blocks/houses have been fully assessed and determined. This will ensure Haringey Council can seek to recover costs and that the leaseholders are informed about the anticipated costs and the specific nature of works to be undertaken.
- 8.6 This process has been developed and communicated in close collaboration with Haringey legal department.

## **9. Conservation Areas**

- 9.1 Some of the properties in this project are in conservation areas. Where necessary, statutory consents will be obtained to enable works for those properties to proceed.

## **10. Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes**

- 10.1 This project will help to achieve the Council vision to create a borough where everyone has a safe, sustainable, stable and affordable home. We will aim to achieve this vision by focusing on increasing the number of high quality and sustainable homes in the borough'. This will include contributing to delivering on the following objectives:-
  - Ensuring the Council delivers our Decent Homes programme of 100% of homes decent by 2028
  - Implementing the new consumer standards across our services to meet our obligations under the new social housing regime.

**Statutory Officers comments (Chief Finance Officer, including Procurement),  
Head of Legal and Governance, Equalities).**

**11. Finance**

- 11.1 This proposed contract is for a period of 2 years from May 2026, and the total cost have been phased as shown in the table 6.4.
- 11.2 The total cost of this contract including the consultancy/professional fees is £2.3m.
- 11.3 The total cost will be contained within the major works capital programme budget/MTFS.
- 11.4 It is anticipated that there will be a contribution from leaseholders to the cost of the works. However, it cannot be reasonably estimated at this stage. Further finance comments are contained in the exempt report.

**12. Strategic Procurement comments**

- 12.1 Strategic Procurement (SP) note that this procurement was tendered competitively via the London Construction Programme's (LCP's) MW24-H Housing Framework, Lot 2.2 Retro-fit, refurb and adaptations £1m+. This procurement is in line with Contract Standing Order (CSO) 7.02, and Regulation 34 of the Public Contracts Regulations 2015. Tender Responses were evaluated in accordance with the scoring criteria and methodology as detailed in the published Instructions to Tender document.
- 12.2 SP note that Contractor A provided the most advantageous Tender and their offer demonstrates value for money to the Council. SP supports the recommendation to award the Measured Term Contract for Structural Works in accordance with CSO 2.01(c).
- 12.3 SP also recognised the need for the Council to comply with its obligation to meet Decent Homes Standard by 2028 and supports the issuance of a letter of intent pending the issuance and execution of a formal Contract in accordance with 16.04.

**13. Legal**

- 13.1 The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of the report.
- 13.2 The report indicates, and Strategic Procurement has confirmed that the contract was procured via the London Construction Programme's (LCP's) MW24-H Housing Framework, Lot 2.2 Retro-fit, refurb and adaptations £1m+. This is in line with the Council's Contract Standing Order (CSO) 7.02 and Regulation 34 of the Public Contracts Regulations 2015 (PCR2015) under which the Framework from which the contract in the report was procured.

- 13.3 Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(c), Cabinet has power to approve the award of a contract where the value of the contract is £500,000 or more and as such the recommendation in paragraph 3 of the report is in line with the Council's CSO.
- 13.3 Further to paragraph 13.3 above and pursuant to the provisions of the Council's CSO 0.08, a decision reserved for cabinet may be taken by a Cabinet Member with the agreement of the Leader and as such the recommendations in paragraph 3 of the report seeking approval from the Lead Member for Cabinet Member for Housing and Planning (Deputy Leader) is in line the Council's CSO so long as the Lead Member is taking the decisions with the agreement of the Leader.
- 13.4 The recommendation in paragraph 3.2 of the report is permitted under the Council's CSO 16.04 which allows the issuance of a Letter of Intent pending the issuance and execution of a formal contract where works, goods or services under a contract is required to commence prior to the issuance and execution of a formal contract.
- 13.5 The Director for Legal and Governance (Monitoring Officer) see no legal reasons preventing the approval of the recommendations in the report.

#### **14. Equality**

- 14.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
  - Advance equality of opportunity between people who share protected characteristics and people who do not.
  - Foster good relations between people who share those characteristics and people who do not.
- 14.2 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 14.3 Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 14.4 The decision will primarily impact residents living in properties owned by Haringey Council, a significant number of whom share the protected characteristics. Black people, disabled people, women and those from a lower socioeconomic background are overrepresented in our council housing stock. It is noted that the scope of these works to properties will be adapted if required where residents have disabilities. Engagement with residents will take place to identify any specific needs.

- 14.5 Overall, in so far as this decision will support the Borough Vision call to action for safe and affordable housing for everyone this decision can be expected to have a positive equalities impact.
- 14.6 As a body conducting a public function on behalf of a public authority, the contractor will be required to have due regard for the need to achieve the three aims of the Public Sector Equality Duty, noted above. Arrangements will be in place to monitor the performance of the contractor and ensure that any reasonable measures are taken to address any issues that may occur and may have a disproportionate negative impact on any groups who share the protected characteristics.

### **Use of Appendices**

15. Appendix A: Part A - Exempt Information.
- 16.1 **Local government (Access to information) Act 1985**
- 16.2 Asset Management Strategy 2023-2028

[Housing Asset Management Strategy 5 December 2023 Cabinet Report FV.pdf \(haringey.gov.uk\)](#)

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**Report for:** Cabinet Member for Housing and Planning (Deputy Leader)

**Item number:** CP-00356.

**Title:** Hostels - Major Works Programme

**Report**

**authorised by:** Sara Sutton – Corporate Director of Adults, Housing & Health

**Lead Officer:** Peter De-Bique – Head of Housing Investment Delivery

**Ward(s) affected:** Muswell Hill

**Report for Key/  
Non-Key Decision:** Key Decision

**1. Describe the issue under consideration.**

- 4.1. In accordance with Contract Standing Order (CSO) 2.01(c), this report seeks approval from the Cabinet Member for Housing and Planning (Deputy Leader) to award a contract to Tenderer A for the sum of £3,600,817.13.
- 4.2. The contract relates to the refurbishment of four council-owned hostels located in Muswell Hill, specifically: 9, 32, and 39 Queens Avenue, and 19 Princess Avenue. The project will be funded from the Asset Management's Capital Works Programme budget.

**2. Cabinet Member Introduction:**

**Not Applicable**

**3 Recommendations**

It is recommended that the Cabinet Member for Housing and Planning (Deputy Leader):

- 3.1 Pursuant to Contract Standing Order (CSO) 2.01.c approves the award of contract to Tenderer A in the sum of £3,600,817.13. Details of Tenderer A is set out in Appendix A - Exempt Report. The Contract will be for a period of 12 months commencing April 2026 and concluding March 2027. It is expected that financial completion of the scheme will complete August 2027.
- 3.2 Approves the expenditure of sums as set out in Appendix A – Exempt Report.
- 3.3 In line with Contract Standing Orders (CSO 16.04), approves issuance of a letter of intent for the value of £360,000.00. The Letter of Intent will allow the contractor to commence the project by placing orders with their supply chain before agreeing a formal contract.

**4. Reasons for decision**

- 4.1 Tenderer A submitted the Most Advantageous Tender, offering the optimal balance of price and quality. The bidder achieved a score of 97.75% out of 100%, securing the highest overall ranking.

**5. Alternative options considered**

5.1 Asset Management considered postponing the works until the Partnering Contractors had been appointed. However, given that most rooms within the hostels are currently vacant pending refurbishment, and in light of the urgent need to upgrade these properties so the Council can maximise income generation, it was concluded that a standalone procurement route was required. This approach will allow the hostels to be brought back into use without further delay.

**6. Background information**

6.1 The hostel refurbishment project comprises four properties situated at 9, 32, and 39 Queens Avenue N10, and 19 Princes Avenue N10. Although the properties are not listed in terms of their special architectural or historic interest, they are located in the Muswell Hill Conservation Area. The table below outlines the number of units per property.

Hostels – Major Works Programme		
Address	Number of Units	Storey Height
9 Queens Avenue	12	4
32 Queens Avenue	8	3
39 Queens Avenue	12	4
19 Princes Avenue	10	4

6.2 In 2025, the Council appointed a multi-disciplinary consultant to carry out a feasibility study and condition surveys for these properties, with the aim of identifying the scope of works required to bring them back into use.

6.3 The multi-disciplinary consultant identified a comprehensive package of refurbishment works required across all four hostel properties.

Key elements of the scope are as follows:

- Structural repairs to address underlying defects and ensure the long-term stability of the buildings.
- Replacement of roof coverings to improve weatherproofing and extend the lifespan of the structures.
- External fabric repairs to masonry and brickwork, including repointing, crack repairs, and treatment of areas affected by damp or structural movement, to restore appearance and prevent further deterioration.
- Refurbishment of communal spaces to improve safety and accessibility. Works will include redecoration, lighting upgrades, flooring replacement, and handrail repairs. Stairwells will also be assessed and upgraded as required to meet fire safety and accessibility standards.
- Replacement of windows and entrance doors to improve energy efficiency, security, and overall resident comfort.
- Internal redecoration to refresh living spaces and raise accommodation standards.

- External grounds improvements, including pathway levelling, fencing renewal, and landscaping enhancements, to improve accessibility, define property boundaries, and enhance the overall appearance of the site.
- Decarbonisation works will include the installation of air source heat pumps, the addition of solar panels where feasible, enhanced loft insulation, and upgrades to windows and ventilation systems. The current average Energy Performance Certificate (EPC) rating across the hostels sits between D and E, reflecting below-optimal energy efficiency. Implementing these measures will significantly improve thermal performance, reduce carbon emissions, and support the Council's Net Zero Carbon (NZC) commitments. Upon completion, the average EPC rating is expected to improve to a C.
- Fire safety upgrades will also form a key part of the works. These measures will ensure the properties comply with current regulatory standards and provide a safe living environment for residents. The upgrades will include replacing entrance doors with fire-rated components, installing compliant fixtures and fittings throughout both communal and individual areas, and enhancing compartmentation—particularly within roof voids and between units—to limit the spread of fire.

6.4 It was also proposed and agreed that, where feasible, existing shared facilities will be reconfigured to create self-contained units.

This approach will enhance privacy, dignity, and independence for residents, in line with modern standards for hostel accommodation.

6.5 The planned works will significantly improve the condition and functionality of the properties, ensuring they remain safe, high-quality, and contribute to the wellbeing of residents.

6.6 This investment in the hostel programme will also help to reduce future maintenance by upgrading the units to meet current decent homes standards and contribute to the borough's wider housing improvement objectives. The works will also reduce the reliance on expenditure for day-to-day repairs.

6.7 In addition to undertaking the feasibility and condition assessments, the multi-disciplinary consultant was commissioned to deliver a comprehensive suite of specialist services. These services, with associated fees set out in the Exempt Report – Appendix A, include:

- Project and cost management
- Architectural design and technical support
- Building surveying
- Mechanical, electrical, structural, and civil engineering
- Principal Designer duties in accordance with the Construction (Design and Management) Regulations
- Planning consultancy support has also been incorporated into the scope of services. Although the properties are not listed, they are situated within the Muswell Hill Conservation Area. The multi-disciplinary consultant has therefore engaged proactively with the local planning authority to ensure that all proposed works respect and enhance

the architectural character of the buildings and remain in keeping with the surrounding streetscape.

- 6.8 Engagement with residents has been, and will continue to be, undertaken as part of the project delivery process. Residents currently occupying the hostel accommodation have been informed of the proposed programme of works, the anticipated timescales, and the likely impact on occupation. Where works require properties to be temporarily vacated, a decant strategy is in place, and affected residents will be supported and communicated with directly by Housing Services to ensure appropriate alternative accommodation and support arrangements are provided.

**7. Tendering**

- 7.1 Upon completion of the design and agreement on the final scope of works, a detailed specification and tender documentation were prepared, and tenders were invited via Lot 2.3 of Haringey’s London Construction Programme (LCP) Housing Framework.

Strategic Procurement published the invitation to tender on 22 August 2025. Five compliant bids were received on 24 September 2025.

Following a comprehensive evaluation process, the appointed contractor demonstrated a strong capability to deliver the refurbishment works to a high standard, within budget, and in alignment with the Council’s priorities on social value and environmental sustainability.

The tender outcomes are summarised in the table below, with further detail provided in Appendix A – Exempt Report.

- 7.2 Following final clarifications and the evaluation and moderation of the quality, price and social value, the table below sets out the final scores for the five compliant bids.

<b>Tenderer</b>	<b>Tender Price</b>	<b>Cost (40%)</b>	<b>Quality (50%)</b>	<b>Social Value (10%)</b>	<b>Total Score (%)</b>
A	£3,600,817.13	40.00%	49.00%	8.75%	97.75%
B	£3,611,952.67	39.88%	33.00%	2.67%	75.55%
C	£4,018,367.37	35.84%	32.00%	7.96%	75.80%
D	£4,073,189.83	35.36%	48.00%	6.60%	89.96%
E	£4,239,599.81	33.97%	34.00%	5.40%	73.37%

- 7.3 Based on the outcome of the tender evaluation as shown above, it is recommended that Tenderer A is awarded the contract in the sum of £3,600,817.13.

**8. Spend Profile, Programme and Risk Management**

- 8.1 The projected spend profile is shown in the following table. The project will be funded from the Hostel – Major Works Programme Budget which sits within Asset Management’s HRA Capital Programme.

The allocated funding will accommodate all works executed on the project and will be delivered over 2 financial years i.e., 26/27, 27/28 as shown in the table below.

Financial year	Works	Description
26/27	£3,510,796.68	Main Works
27/28	£90,020.45	Retention / end of Defects
Total	£3,600,817.13	

## 8.2 Outline Programme

The following key milestones are noted for the delivery of the Hostels - Major Works Programme.

Work Stages	Indicative Delivery Period
Initial Engagement	March 2025
Feasibility and Options Appraisal	April 2025
Design Proposals	May 2025
Procurement	August 2025
Planning Application	October 2025
Governance and Approval to Award	February / March 2026
Appointment of Contractor and Mobilisation	Mar/Apr 2026
Handover	March 2027
End of Defects and Final Sign-Off	August 2027

## 8.3 Risk Management

The Hostels Programme presents several key risks that require careful and proactive management to support successful delivery:

### 8.4 Contractor Capacity and Commitment

A primary risk is securing a contractor with the capacity and commitment to deliver the works to the required standard and within the agreed timeframe. This has been mitigated through a robust and competitive procurement exercise via Lot 2.3 (Multi-Use) of the MW24-H Housing Framework, which ensures all appointed contractors are suitably qualified and experienced in delivering complex refurbishment projects, including those within conservation areas.

### 8.5 Cost Management and Budget Control

Managing costs within the allocated budget is a significant challenge, especially given the potential for planning-related design revisions and unforeseen works. An experienced design consultant and lead architect have been appointed to oversee cost planning and ensure design efficiency throughout the project lifecycle.

### 8.6 Quality Assurance and Resident Satisfaction

Ensuring high-quality workmanship is essential for long-term asset performance and resident satisfaction. A dedicated quality inspector will carry out daily site inspections to monitor construction standards and health and safety compliance.

### 8.7 Phasing of the Programme

The programme will begin with the two main hostels that currently have least number of residents in occupation. A decant strategy is in place to temporarily relocate these residents, allowing full access for the refurbishment works. The remaining hostels will remain occupied during the works, requiring careful coordination to minimise disruption and ensure resident safety and comfort. This phased approach is designed to balance delivery efficiency whilst ensuring that some not all of the properties are vacant resulting in the loss of income.

## 8.8 Unforeseen Works and Structural Complexity

There is a risk that unforeseen issues may emerge once works commence, including hidden structural defects, drainage failures, or concerns relating to roof integrity. Such issues are often not identifiable until full access to the site is available. The lead consultant is equipped to respond promptly, providing the necessary design and engineering solutions to address any matters that arise and minimise disruption to the programme.

## 8.9 Planning Delays for Conservation

The properties fall within conservation areas, which introduces a risk of planning delays due to planning requirements and Article 4 Directions. While the planning applications have been submitted, there is an 8-16-week determination period, and further scrutiny may arise around design specifications, particularly for windows, doors, and roofing materials. Early engagement with Haringey Council's Planning and Conservation Officers has been initiated to mitigate this risk.

## 8.10 Design and Specification Challenges

There is a risk of delays due to design compliance issues, particularly in relation to conservation requirements. Similar challenges have been experienced on other programmes, where specifications did not align with conservation expectations. To mitigate this, the design team is working closely with the Principal Conservation Officer to ensure proposals meet planning and heritage standards.

## 9. Contribution to the Corporate Delivery Plan 2024-2026 strategic outcomes

### 9.1 The Hostels Major Works Programme is aligned with the **Housing Asset Management Strategy (2023–2028)**, and the **Corporate Delivery Plan (2023/24)**. It is designed to:

- Support the Housing Strategy and ensure all council homes meet the Decent Homes Standard by 2028.
- Respond to the climate emergency by delivering energy efficiency upgrades and decarbonisation measures, aligned with the borough's net zero target by 2041.
- Ensure building safety and compliance, in line with the Building Safety Act (2022) and Social Housing Regulation Act (2023).
- Embed active asset management, reviewing long-term viability and demand before investing in housing stock.
- Align with the Corporate Delivery Plan Theme 2: "Responding to the climate emergency," by prioritising sustainability in all property decisions.

### 9.2 There are estimated to be over 15,000 households experiencing fuel poverty in the borough. Improving the energy efficiency of our housing stock to reduce fuel bills is the most effective means of achieving a key objective of the Council's Affordable Energy Strategy 2020-2025. Improving the energy efficiency of homes remains the most sustainable, long-term solution to fuel poverty. With many homes requiring an extensive package of energy efficiency measures.

### 9.3 This project will help to achieve the Borough Plan Outcome 3: 'We will work together to drive up the quality of housing for everyone'. This will include contributing to deliver the following objectives: -

- Ensuring the Council is compliant with the regulatory requirement to bring all council homes to the Decent Homes Standard by 2028.

- Meeting all Building Safety and Compliance regulatory requirements to ensure the safety of residents living in council homes.

## **10. Carbon and Climate Change**

10.1. This project derives from the strategy within the Housing Energy Action Plan. The properties included in scope will go through a 'fabric first' retrofit design process aimed primarily to reduce their carbon emissions, reduce energy usage, and be more resilient to fluctuating temperatures.

## **11. Statutory Officers comments (Chief Finance Officer (including procurement), Director of legal and Governance (Monitoring Officer), Equalities)**

### **11.1 Strategic Procurement**

**11.1.1** Strategic Procurement (SP) note that this procurement was tendered competitively via the London Construction Programme's (LCP's) MW24-H Housing Framework under Lot t 2.3 Multi-use Housing.

This procurement is in line with Contract Standing Order (CSO) 2.01c, 6.03 and 7.03.

Tender Responses were evaluated in accordance with the scoring criteria and methodology as detailed in the published Instructions to Tender document.

SP conclude that the recommended Tenderer A demonstrated Value for Money to the Council and support the recommendation to award the contract for Hostels – Major Works Programme.

### **11.2 Financial Consideration**

The proposal has been reviewed from a financial perspective and is considered deliverable within the current capital programme and financial planning framework. Appropriate provisions have been made for potential unforeseen works, and professional fees have been accounted for. While the financial position appears manageable, ongoing monitoring will be required to ensure expenditure remains within approved parameters and continues to represent value for money.

### **11.3 Legal Considerations**

11.3.1 The Director of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report.

11.3.2 The procurement was tendered via the LCP MW24-H Housing Framework Agreement, Lot 2.3 (Multi-use housing). The procurement process is compliant with procurement legislation and also provided for in the Council's Contract Standing Orders (CSO 7.03 Frameworks).

11.3.3 As this contract is a Key Decision, the award falls to Cabinet to approve under CSO 2.01 (c) (contracts valued at £500,000 or more). Where a decision needs to be taken by the Cabinet, this may also be taken by the Leader or a Cabinet Member with the Leader's agreement (CSO 0.08).

11.3.4 The Director of Legal and Governance confirms that there are no legal reasons preventing the Cabinet Member for Housing and Planning from approving the recommendations in this report. The Cabinet Member also has power to approve the issuance of a letter of intent

under CSO 16.04. This may be for either £100,000 or 10% of the contract value, whichever is the greater.

## **12.0 Equality**

12.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advance equality of opportunity between people who share protected characteristics and people who do not.
- Foster good relations between people who share those characteristics and people who do not.

12.2 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

12.3 The decision will primarily impact residents living in properties owned by Haringey Council, a significant number of whom share the protected characteristics. It is notable that BAME people and disabled people are overrepresented in our council housing stock. It is noted that the scope of these works to properties will be adapted if required where residents have disabilities. Engagement with residents will take place to identify any specific needs.

12.4 Overall, as far as this decision will support the Borough Plan objective to drive up the quality of housing for everyone this decision can be expected to have a positive equalities impact.

12.5 As a body carrying out a public function on behalf of a public authority, the contractor will be required to have due regard for the need to achieve the three aims of the Public Sector Equality Duty, noted above. Arrangements will be in place to monitor the performance of the contractor and ensure that any reasonable measures are taken to address any issues that may occur and may have a disproportionate negative impact on any groups who share the protected characteristics.

## **13.0 Use of Appendices**

13.1 Appendix A - Exempt Report.

## **14. Background papers**

14.1 None

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is exempt

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