

DECISION MAKING REPORT

Report for: Cabinet Member Signing

Item number: 6

Title: Fireman's Flats (Council Housing Improvement) Works

Report authorised by: Jahed Rahman, Operational Director-Housing & Building Safety

Lead Officer: Nipa Patel – Senior Project Manager –nipa.patel@haringey.gov.uk

Ward(s) affected: Hornsey

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

1. Describe the issue under consideration

- 1.1 In line with Contract Standing Order (CSO)0.08. this report seeks approval from the Cabinet member for Housing and Planning (Deputy Leader) to award a contract to Tenderer A in the sum of £962,244.00 for the external major works programme to 1-8 Fireman's Flats.
- 1.2 Fireman's Flats have been experiencing subsidence - resulting in structural cracking to the front elevation and communal areas. To prevent further damage to the building and to ensure the structure retains its integrity, the major works will include underpinning and other essential structural repairs.
- 1.3 Alongside the underpinning, the project will include major improvement works such as fire safety upgrades, replacement of windows and doors, roof repairs, fabric repairs and decorations to external and communal parts.

2. Cabinet Member Introduction:

Not Applicable

3 Recommendations

- 3.1 It is recommended that the Cabinet Member for Housing and Planning (Deputy Leader):
- 3.2 Pursuant to Contract Standing Order (CSO) 2.01.c (Cabinet approves awards of Contract valued at £500,000 or more), approves the award of contract to Tenderer A (as set out in Appendix A), to a total value of **£962,244.00**.
- 3.3 In consultation with the Director of Finance, approves the expenditure of sums set out in Appendix A - Exempt part of the report.

- 3.4 In line with Contract Standing Orders (CSO 16.04), approves issuance of a letter of intent for the value of **£96,224.00**. 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**

The decision to award this contract is based on several critical factors:

- 4.1 1-8 Fireman's Flats Glebe Road has been experiencing severe subsidence for several years. This has compromised the structural integrity of the building. Cracks in communal areas and individual dwellings are growing, raising safety concerns for residents. Without immediate intervention, these issues could worsen, posing a risk to occupants and potentially leading to more extensive and costly repairs in the future.
- 4.2 In addition to structural repairs, the building requires essential fire safety upgrades to bring it up to current regulatory standards. These include improvements to doors and windows, which will ensure residents' safety in the event of an emergency and align the building with modern fire safety regulations.
- 4.3 Aligned with Haringey Council's commitment to becoming a net-zero carbon borough by 2041, the works will also include energy efficiency enhancements. By upgrading doors, windows, and loft insulation, the project aims to reduce energy consumption and lower utility bills for residents. These improvements support the Council's Climate Change Action Plan and Affordable Energy Strategy, addressing fuel poverty and making homes more energy efficient.
- 4.4 The underpinning and improvement works have been carefully planned to minimise disruption to residents. By only temporarily decanting up to three of the eight dwellings during the works, the majority of residents will be able to remain in their homes. This approach will not only reduce the inconvenience for the occupants but also allows the project to proceed without full-scale relocation.
- 4.5 Following a competitive tendering exercise conducted through the London Construction Programme Dynamic Purchasing System (DPS) Lot 2.2.- Tenderer A was identified as the preferred contractor to carry out the improvement works.
- 4.6 Tenderer A met all the Council's requirements and demonstrated their ability for delivering the project on time, within budget, and to a high standard. Awarding the contract to this contractor ensures the Council is receiving the best value for money while maintaining the quality and safety of the works.
- 4.7 **Alignment with Strategic Goals**
This project is part of the Council's broader strategy to improve the overall condition of its housing stock and meet its climate goals. It is a key component of the Council Housing Energy Action Plan (HEAP), which aims to decarbonise social housing and improve living conditions for tenants. Awarding this contract also supports the Council's Corporate Delivery Plan by responding to the climate emergency, ensuring housing is safe, energy-efficient, and sustainable for future generations.

5. **Leasehold implications**

- 5.1 There are 5 leaseholder properties affected by the works described in this report.

- 5.2 Under the terms of their lease, the lessee is required to contribute 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.
- 5.3 In accordance with the Service Charges Regulations 2003, under schedule 4 Part 2, the statutory 30-day consultation Section 20 Notices were issued.
- Notice of Intention issued 08 September 2023 and expired 08 October 2023.
 - Notice of Estimate issued 16th January 2025 and expiration 14th February 2025.
 - A joint Observation from 4 leaseholders was received on 23 January 2025.
 - The main issue raised was that the leaseholders should not have to contribute to the cost of the underpinning works as this should be claimed from the Councils insurance company.
 - Extension of Section 20 Observation period to 31st March 2025 granted following Leaseholders' request.
 - Leaseholders were able to view tender documentation and discuss insurance issue at the Council offices on 21st March.
 - Homeownership team responded to leaseholders' observations informing them that they would not have to contribute to the cost of the underpinning works and structural repairs on 20th May 2025.
 - Leaseholders have been invited to a face-to-face meeting to discuss works and revised costs.
 - The total amount estimated to be recovered from Leaseholders for the proposed contract outlined in this report is £708,967.42. These include drainage, preliminary costs, provisional costs and contingency costs which are still subject to review.
 - Because the Council is not awarding the contract to the lowest tenderer (see para 7.8), notification will be given to Leaseholders pursuant to Sch 4 Part 2 para 6

6 Alternative options considered

- 6.1 **Do Nothing** - Haringey Council has responsibility for maintaining the internal and external integrity of its housing stock under the Housing Acts. The option of not undertaking these repairs would leave the Council open to legal challenge and future disrepair claims.

7. Background information

- 7.1 1–8 Fireman's Flats is a two-core residential block located on Glebe Road, N8 7DD, comprising 8 dwellings—5 leasehold and 3 tenanted. Over the past five years, the

building has experienced progressive subsidence, resulting in visible cracking to internal walls and ceilings across both communal areas and individual flats.

- 7.2 The property is in urgent need of major rectification works, not only to address the structural issues but also to bring it up to Decent Homes Standard and ensure compliance with current fire safety regulations. Investigations to date have included structural monitoring and the removal of trees from the front garden, which were identified as a contributing factor to subsidence.
- 7.3 A Multi-Disciplinary Consultant was commissioned to develop a scope of works to and prepare tender documents to reflect the essential improvements to the flats. The Consultant will provide services to include project and cost management, architectural design and support, building surveying, mechanical and electrical, structural and civil engineering and principal designer services for compliance with the CDM Regulations. The costs of these services are shown in Appendix A – Exempt Report and have been calculated based on the Consultant's frameworks rates.
- 7.4 Following completion of the design process and the final scope of works being agreed, a specification of works and tender documents were written.
- 7.5 The proposed works are divided into two key sections:

Section A – Structural and Investigative Works

A full structural survey to identify all internal and external rectification requirements.
A comprehensive underground drainage survey to assess damage and determine necessary repairs.

Section B – Building Improvement Works

Replacement of all windows to improve thermal performance and security.
Installation of fire-certified dwelling entrance doors.
Installation of an Automatic Fire Detection (AFD) system in all dwellings and communal areas.
Internal and external decoration works.
Emergency lighting installation in communal and emergency escape routes.
Electrical testing of communal areas, lateral distribution systems, and dwellings to ensure compliance.
Renewal of the communal TV aerial system.
Replacement of kitchens where required due to structural works or Decent Homes upgrades.
Rectification of the front garden area, including landscaping and drainage improvements.

- 7.6 The tender was submitted via the Haringey tender portal and invited Haringey approved contractors to submit tender returns in accordance with the Ridge specification. Tenders were invited on 26th August 2024 via Lot 2.2 of the London Construction Programme (LCP) DPS. The process was managed by Haringey's Strategic Procurement.
- 7.7 However on 23rd September 2024, only three bids were received. The bids were assessed on 50% quality, 10% social value and 40% cost.
- 7.8 Tenderer A scored 8.50% out of 10% for social value. As part of the tender invitation, they were invited to set-out their delivery plan, targets for achieving social value, and their monitoring processes for ensuring their commitments and benefits to

the project and wider community are met. Tenderer A's financial social value commitment is shown in Appendix A.

- 7.9 Following final clarifications and the review of the quality and priced elements, the table below sets out the final rankings for the three bids received.

Tenderer	Tender Price	Cost (40%)	Quality (50%)	Social Value (10%)	Total Score (%)
A	£962,244	39	43	8.50	90.5
B	£792,187	26	26	7.56	59.56
C	£1,425,639	40	19	1.84	60.84
D	No Bid Received	-	-	-	-
E	No Bid Received	-	-	-	-
F	No Bid Received	-	-	-	-
G	No Bid Received	-	-	-	-
H	No Bid Received	-	-	-	-

- 7.10 Following completion of the tender exercise to procure a suitably qualified and experienced contractor to deliver the external major works programme to the Fireman's Flats, it is recommended that Tenderer A is awarded the contract in the sum of £962,244.
- 7.11 The projected spend profile is shown in the following table. The project will be funded from the Major Works Budget from within the Housing Capital programme. Funding will accommodate all works executed on the project and will extend over 2 financial years from 25/26 to 26/27 as shown in the table below.

Financial year	Works	Total
2025/26	200,000	£200,000
2026/27	£762,244	£762,244
Total	£962,244	£962,244

Risk Management

- 7.12 The Fireman's Flats external major works programme presents several key risks that require careful management to ensure successful delivery:
- 7.13 **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 by procuring through the London Construction Programme Framework, which ensures all contractors are pre-vetted and capable of delivering complex refurbishment projects.
- 7.14 **Cost Management and Budget Control**
Managing project costs within the allocated budget is another significant risk. To mitigate this, we have appointed an experienced design consultant and lead architect to oversee cost planning, value engineering, and design efficiency throughout the project lifecycle.
- 7.15 **Quality Assurance and Resident Satisfaction**
Achieving a high standard of workmanship is essential to ensure resident satisfaction and long-term asset performance. To address this, a dedicated quality inspector has

been appointed to carry out daily site inspections. This role includes monitoring construction quality and reporting on health and safety compliance.

7.16 Unforeseen Works and Structural Complexity

A further risk lies in the potential for unforeseen works that may only become apparent once the project is underway. These could include issues such as underpinning requirements, drainage failures, foundation instability, or hidden structural defects that were not identified during the tendering process. The lead consultant is also prepared to respond swiftly with design and engineering solutions should such issues arise.

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

8.1 It is aligned with the **Asset Management Strategy (2021)**, the **Housing Asset Management Strategy (2023–2028)**, and the **Corporate Delivery Plan (2023/24)**. It is designed to:

- Support the Housing Strategy (2022) 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

8.2 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.

8.3 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.

9. Carbon and Climate Change

9.1. 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 extreme temperatures.

10. Statutory Officers comments (Chief Finance Officer (including procurement),

Director of Legal and Governance, Equalities)

10.1 Strategic Procurement

- 10.1.2 Strategic Procurement (SP) note that this report relates to the Appointment of bidder A to carry out Internal & external Refurbishment Works to Fireman's Flats.
- 10.1.3 SP note the recommendations in this report which are in line with the Contract Standing Orders clause 8.01. Pursuant to Regulation 34 of the Public Contracts Regulations 2015, tenderers were invited to Tender through the London Construction Programme, Dynamic Purchasing System under Minor Works, General Construction Multi Trade Service Category.
- 10.1.4 The Council received three compliant bids for this for this Project. The Tender return was evaluated independently by a quality panel and the price element of the tender was evaluated separately. Bidder A scored the highest for quality and evidenced they were able to meet this element of this contract; their price was also competitive; they came in second highest for the pricing element of this contract. The outcome has achieved value for money as it was tendered through a Dynamic Purchasing System and went out to around 104 suppliers.
- 10.1.5 SP supports the recommendation to approve the award in accordance with CSO 2.01. (c) for Cabinet to approve awards of Contract valued at £500,000 or more.

10.2 Financial Consideration

- 10.2.1 The report recommendation is to award a contract to Tenderer A in the sum of £962,244.00 for the external major works programme to 1-8 Fireman's Flats. The total cost of this project is £1,162,866, which includes contingency of £96,224 and professional fee of £104,398.
- 10.2.2 The proposed phasing and spend profile is indicated in paragraph 7.10. The total contract costs above can be contained within both the planned 2025/26 and 2026/27 Housing Revenue Account (HRA) Major Works capital programme budget.
- 10.2.3 The total amount estimated to be recovered from Leaseholders for the proposed contract outlined in this report is £708,967.42.
- 10.2.4 There is a need to monitor and ensure that the proposed costs stay within the contract amount sum, by way and as part of the regular HRA capital programme budget forecasting and monitoring quarterly corporate reporting.

10.3 Legal

- 10.3.1 The Director of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report.
- 10.3.2 The works were tendered under the Council's LCP Dynamic Purchasing System (DPS) Lot 2.2. Use of a DPS is a compliant tender process for the purpose of the Public Contracts Regulations 2015 (Reg 34), the legislation which was in force and governed

procurement processes at the time of the tender of this contract. Use of a DPS is also provided for in CSO 8.

10.3.3 As the award of this contract is a Key Decision, approval would usually be by Cabinet in accordance with CSO 2.01 (c) (contracts valued at £500,000 or above). However, in between meetings of the Cabinet, the Leader may take any such decision or may allocate to a Cabinet Member (CSO 0.08).

10.3.4 Approval of a letter of intent is also provided for under CSO 16.04.

10.3.5 The terms of the Council's standard right to buy lease permit recovery of a proportion of the cost of these works from leaseholders, subject to compliance with the consultation requirements set out in the Landlord and Tenant Act 1985 and the Service Charges (Consultation Requirements) (England) Regulations 2003 ("the statutory provisions").

10.3.6 The liability of those of the leaseholders who purchased on the terms of the Council's older right to buy lease is limited (with exceptions) to contributions to the cost of those works broadly constituting repair; those under the current form of lease are required also to pay a contribution towards improvements.

10.3.7 The statutory provisions set out a two-stage process for consultation with leaseholders, the first setting out the proposed works and inviting comments thereon and nomination of a contractor from whom to seek an estimate, and the second, after obtaining estimates, setting out estimates and inviting comments; in each case the leaseholder is to be given a minimum of 30 days to respond. The Council must have regard to any comments made and obtain an estimate from a nominated contractor if one (or more) is nominated.

10.3.8 Where the Council decides to award the contract to a contractor who did not submit the lowest estimate, it must within 21 days of entering into the contract serve a further notice on leaseholders stating its reasons for awarding the contract, and summarising any observations received at the second stage of consultation and its response to them (Sch 4 Part 2 para 6 of the Regulations).

10.3.9 Details of the Council's compliance with those provisions are set out in the body of this report under "Leasehold Implications". Legal Services were consulted on and approved the form of the notices served.

10.3.10 The effect of the Lease is that leaseholders cannot be recharged costs of any repairs covered by Insurance placed by the Council. The Council's insurance covers the risk of subsidence, and the sum mentioned in the final bullet point of para 5.3 of this report excludes the cost of underpinning and consequential repairs.

10.3.11 The Director of Legal and Governance (Monitoring Officer) confirms that there are no legal reasons preventing the Cabinet Member for Housing and Planning from approving the recommendations in this report.

10.4 Equality

10.4.1 The council has a Public Sector Equality Duty (PSED) 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

10.4.2 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.

10.4.3 Marriage and civil partnership status applies to the first part of the duty.

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

10.4.5 The decision in question concerns major improvement works at Fireman Flats, which aim to address structural cracking to the front elevation and communal areas, fire safety upgrades, replacement of windows and doors, roof repairs, fabric repairs, and decorations to external and communal parts.

10.4.6 This decision is likely to have a neutral impact on equalities

10.4.7 As an organisation carrying out a public function on behalf of a public body, any Contractor hired to deliver the improvements will be obliged to have due regard for the need to achieve the three aims of the Public Sector Equality Duty as stated above. Appropriate contract management arrangements will be established to ensure that the delivery does not result in any preventable or disproportionate inequality

11. **Use of Appendices**

11.1 Not applicable

12. **Background papers**

12.1 Exempt Report