

Report for: Cabinet Member Signing

Item number: CP-00205

Title: Housing Asset Management Partnering Contracts

Report authorised by: Jahed Rahman, Director of Housing

Lead Officer: Christian Carlisle – Assistant Director of Asset Management

Ward(s) affected: All

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

1. Describe the issue under consideration

- 1.1 This report seeks approval the contract award of four long-term Partnering Contracts following previous Cabinet approval in June 2025. The contract award is for four contracts, across four geographical Lots, to four separate providers to develop investment and maintenance works for Housing Asset Management. The contract award will be conditional pending leaseholder consultation.
- 1.2 This contract award follows a review of the evaluation completed prior to seeking Cabinet approval for contract award in June 2025. The review led to changes in the evaluation scoring for each lot and a change to the award for one of the four Lots.
- 1.3 The procurement and contract award follows a mini competition via the recently procured London Construction Programme MW24-H Housing Framework (Lot2.3) for the delivery of Housing Major Works to properties owned and managed by the Council. The successful service providers will provide a range of investment and refurbishment works to the Council's housing stock. The provider will also carry out several initiatives through the Social Value portal. The contracts will be awarded for a period of 10.5 years (5.5 years, with an optional 5-year extension).

2. Cabinet Member Introduction:

N/A

3 Recommendations

- 3.1 It is recommended that the Cabinet Member for Housing and Planning (Deputy Leader):
- 3.2 Approve the award of the four partnering contracts across four geographical Lots, to four separate successful bidders stated in the Part B Exempt report for a period five years with an option to extend a further five years, in accordance with CSO2.01 (C), conditional on leaseholder consultation.

3.3 Pursuant to Cabinet approval in June 2025 to delegated authority for the Director of Housing, in consultation with the Corporate Director of Finance and Resources, to issue works orders under the contract in line with the annual Cabinet approved, Housing Revenue Account Housing Capital Programme.

4. Reasons for decision

4.1 The award of the four contracts supports the strategy approved by Cabinet in July 2022 'Partnering Contracts Strategy for Housing Major Works' and establishes four long-term partnering contracts which were identified as the best way to address decency issues which adopts a holistic approach to refurbishing properties and blocks (both tenanted properties and leasehold) and maximizes the social value benefits of the Council's investment. Key objectives of these contracts will include:

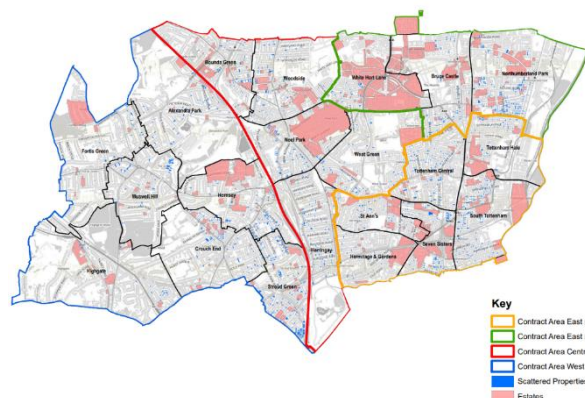
- Ensuring that all stock meets the Decent Homes Standard, and this is maintained going forward.
- Ensuring that all Council owned homes have a minimum of an EPC B by 2035.
- Ensuring that statutory safety standards are maintained in all blocks.
- Providing employment and training opportunities; supporting and enabling SME supply chain in the borough to benefit from the investment and involving our residents at all stages in the procurement and delivery process.

4.3 The Partnering Contracts will deliver Housing capital investments works to properties owned and managed by the Council and includes but not restricted to:

- Decent Homes Related Works
- Building Safety & Fire Safety Related Works
- Block Refurbishment Works
- Mechanical & Electrical Works
- Decarbonisation Related Works
- Neighbourhood & Estate Improvement Works
- Internal and External Cyclical Works

4.5 A procurement process was undertaken, via a mini competition through Lot 2.3 of the LCP Housing framework, to find four suitable-qualified contractors, a separate contractor for each of four geographical lots, to provide capital repairs and maintenance services to the Council's housing stock. In June 2025 Cabinet approved the award of four contracts, one to each of four separate recommended bidders identified through the tender evaluation process.

CONTRACT AREAS, WARDS, ESTATES & SCATTERED PROPERTIES



- 4.6 Following a review of the completed evaluation of the submitted bids the evaluation scores for all of the four lots changed from those originally submitted to Cabinet. Three of the contract awards scores changed but the bidder remained as previously proposed but the recommended bidder for Lot 1, the West of the borough, has changed. As a result, approval is sought for the award of all four geographically based contracts.
- 4.7 15 bids were received for the three of the Partnering Procurement Lots, (West; East North and East South) and 14 bids were received for the Central region Lot.
- 4.8 Through the procurement process bidders were able to submit bids for all of the 4 lots however to minimise risk and maximise competition, bidders were only able to win one of the four geographical lots. During the tender process those bidders who submitted bids for more than one lot, were required to express their lot preferences in priority order. These preferences formed part of the evaluation process.
- 4.9 A leaseholder consultation process has been undertaken in line with Landlords and Tenants Act 1985 Section 20 process. Following legal advice on the appropriate approach to the Section 20 process when procuring these contracts through the LCP framework a dispensation has been requested. This is not expected to impact on the Council's ability to recover appropriate costs from leaseholders.

Evaluation

- 4.11 Selection of the contractors was based on 65% quality and 35% cost. Of the quality evaluation element, 25% of the 65% quality marks were based on the response to social value. This 25% equated to a weighting of 16% of the total marks.
- 4.12 The price element of 35% were based on the tables below. The method of scoring each criterion will be that the Tenderer with the lowest price will receive the maximum points available for that criterion.

Ref	Description	Element weighting
a	Target Cost – Internal and External Components	14.00
b	NHF Schedule of Rates	7.00
c	Site Overheads, Central Overheads and Profit	14.00
	Total:	35.00

- 4.13 Tenderers were required to submit Social Value Proposal for each Lots they were applying for via the Social Value Portal, in accordance with CSO 6.01, 6.02 and 6.03. The social value element of 16% was apportioned as 4.8% Quantitative, 5.6% Qualitative and 5.6% Delivery Plan and was evaluated by the Social Value Portal.
- 4.14 The quality element of 49% and the assessment of the quality element will be a combination of the evaluation of the written tender submissions (the Qualitative Delivery Proposal). The quality elements have a maximum of 100 points available, which will then be weighted to the 49%.
- 4.15 The written responses to the Qualitative Delivery Proposal were evaluated by a panel of officers, residents, and representatives of Haringey. Each question was scored by each individual

evaluator and then a moderation exercise was undertaken, to determine a single overall score for each question to be agreed by consensus. All pricing information will be excluded from the team evaluating the quality submission.

Outcome

4.16 Lot 1 – West

- From the results of the tender evaluation, Bidder 2 achieved the highest combined scores, since they submitted the most economically advantageous tender.
- As Bidder 2 were the top placed tenderer on all four of the Lots and were only permitted to win a single Lot, their preferences set out in their tender submission were taken into account. Bidder 2's preference was to be awarded the East North Lot (3). Lot 1 would then pass to the second placed Contractor, who was Bidder 14, however, as Bidder 14 were second placed on Lot 4 and their preference was to be awarded Lot 4, Lot 1 would be awarded to the third placed tenderer, who is Bidder 9, however, as Bidder 9 were third placed on Lot 2 and their preference was to be awarded Lot 2, Lot 1 would be awarded to the fourth placed tenderer, who is Bidder 3. Bidder 3's preference within their tender submission was Lot 1 should they be top placed tenderer on more than one Lot.
- With consideration of the information provided in this report, we recommend that the Council appoint Bidder 3 to Lot 1 (West).

4.17 Lot 2 – Central

- From the results of the tender evaluation, Bidder 9 achieved the highest combined scores, since they submitted the most economically advantageous tender. Bidder 9's preference within their tender submission was Lot 2 should they be top placed tenderer on more than one Lot.
- With consideration of the information provided in this report, we recommend that the Council appoint Bidder 9 to Lot 2 (Central).

4.18 Lot 3 – East North:

- From the results of the tender evaluation, Bidder 14 achieved the highest combined scores, since they submitted the most economically advantageous tender. As Bidder 14 were the top placed tenderer on three of the four Lots and were only permitted to win a single Lot, their preferences set out in their tender submission were taken into account. Bidder 14's preference was to be awarded the East South Lot (4). Lot 3 would then pass to the second placed Contractor, who was Bidder 2.
- With consideration of the information provided in this report, it is recommended that the Council appoint Bidder 2 to Lot 3 (East North).

4.19 Lot 4 – East South:

- From the results of the tender evaluation, Bidder 14 achieved the highest combined scores since they submitted the most economically advantageous tender. Bidder 14's preference within their tender submission was Lot 4 should they be top placed tenderer on more than one Lot.
- With consideration of the information provided in this report, it is recommended that Bidder 14 be appointed to Lot 4 (East South).

4.20 Overall Cost

- The cost of providing the service is funded through the Housing Revenue Account (HRA) capital budget, which is approved annually by Cabinet as part of the business planning process.

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

5.1 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

5.2 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.

5.3 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.

6. Carbon and Climate Change

6.1 A key objective of the four partnering contracts is to ensure all Council owned homes have a minimum of an EPC B by 2035 in support of the council climate emergency action plan. The scope of works included within the new contracts includes the delivery of decarbonisation related works to the Councils housing stock.

7. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

7.1 Strategic Procurement

- 7.1.1. The Chief Procurement Officer has been consulted in the preparation of this report and confirms that a compliant mini competition was undertaken via the London Construction Program (LCP) Housing Framework – Lot 2.3 in accordance with CSO 7.02 and regulations 33 (8) (b) (ii) of the Public Contracts Regulations (2015). The Tenderer submissions have been evaluated in accordance with the scoring methodology contained within the published Invitation to Tender document. Additional comments are contained in Part B Exempt report.
- 7.1.2. Strategic Procurement confirms CSO 2.01(C) requires Cabinet to approve contracts valued at £500,000 and above and that there are no procurement related reasons preventing Cabinet member for Housing and Planning from approving the Recommendations stated in paragraph 3 above.

7.2 Financial Consideration

- 7.2.1. This report recommends approval to award four long-term major works partnering contracts, across four geographical Lots in the borough, to four separate providers. The value of works will be based on agreed rates, and the total value of works order cannot exceed the approved budget for this programme. The value of these works will be met from the approved major works capital programme budget/MTFS. There is a risk of cost escalation leading to a reduced benefit-cost ratio. Hence, the schemes under this programme must be strictly monitored and reporting enhanced.

7.3 Legal Considerations

- 7.3.1 The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of the report.
- 7.3.2 The report indicates, and Strategic Procurement has confirmed that the contracts in the report were procured via a mini competition through the London Construction Program (LCP) Housing Framework – Lot 2.3 which is a compliant route to procure such services as per the Council's Contract Standing Order (CSO) 7.02 and Regulation 33 of the Public Contracts Regulation 2015 (PCR15) which was then applicable when the contract was procured.
- 7.3.3 Pursuant to 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.
- 7.3.4 Further to paragraph 7.3.3 above and pursuant to 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 recommendation in paragraph 3 of the report requesting Cabinet Member for Housing and Planning (Deputy Leader) to approve the award of the four partnering contracts across four geographical Lots, to four separate successful bidders stated in the Part B Exempt report for a period five years with an option to extend a further five years is in line with the Council's CSO so long as the Cabinet Member is taking the decision with the agreement of the Leader.

- 7.3.5 The recommendation in paragraph 3.3 of the report to delegate authority to the Director of Housing, in consultation with the Director of Finance, to issue works orders under the contract in line with the annual Cabinet approved, Housing Revenue Account Housing Capital Programme is in line with the provisions of Part 4 Section F paragraph 1.3(a) of the Council's Constitution and also in line with law. Cabinet has power under the Local Government Act 2000 to delegate the discharge of any of its functions to an officer (S.9E (Discharge of Functions)).
- 7.2.6 The Director for Legal and Governance (Monitoring Officer) sees no legal reasons preventing the approval of the recommendations in the report.

7.4 Equality

- 7.4.1. 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.
- 7.4.2. 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. The first part of the duty applies to marriage and civil partnership status only.

11. Use of Appendices

11.1 Cabinet Papers

12. Background papers

12.1 Exempt Report.