

**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