

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

**Item number:** 7

**Title:** Hamilton Close 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:** Tottenham Hale

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

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

- 1.1 In line with Contract Standing Order (CSO) 2.01c and 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 £1,909,942.00 for the Hamilton Close Major Works Programme.
- 1.2 Hamilton Close consists of seven blocks of three-storey, purpose-built flats. As part of the ongoing Asset Management programme, a series of improvement works was planned to enhance the communal and external areas. The scope of these works included the replacement of the existing timber-framed communal entrances with an aluminium curtain walling system, the application of a fire-rated coating to the communal walls, ceilings, and woodwork, along with the renewal of the vinyl floor coverings to the stairs and landing areas.
- 1.3 The planned works were originally scheduled to begin in late 2024 or early 2025. However, commencement was delayed following receipt of updated Fire Risk Assessments (FRA and FRAEW) covering both the internal and external areas of the blocks. These assessments highlighted several significant fire safety deficiencies within the communal spaces and external areas requiring further consideration before the improvement works could proceed.
- 1.4 The fire safety deficiencies identified in the updated assessments required further consideration before the improvement works could progress. As a result, the original scope of works had to be reviewed to ensure that all proposed improvements were fully aligned with current fire safety standards and regulatory requirements.

**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) 2.01c and 0.08 approves the award of contract to Tenderer A for the sum of £1,909,942.00. Full details of Tenderer A, along with information on the other bidders, are provided in Appendix A – Exempt Report.

- 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 £190,994.00. 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:

##### **Feasibility and Condition Surveys**

- 4.1 The Council appointed a multi-disciplinary consultant in 2024 to undertake a feasibility study of the seven timber framed blocks on the Hamilton Close estate. The purpose of the study was to gather essential technical information to inform and develop a comprehensive major works programme.
- 4.2 In addition to the feasibility study, the consultant was commissioned to provide a suite of specialist services, as outlined below. The corresponding fees for these services are set out in the Exempt Report (Appendix A). These services include:
- Project and cost management
  - Architectural design and technical support
  - Building surveying
  - Mechanical, electrical, structural engineering
  - Principal Designer services in compliance with the Construction (Design and Management) Regulations and Building Safety Regulations
- 4.3 The feasibility study was carried out in two phases. The initial phase, undertaken in February 2024, focused on evaluating the condition of the communal areas, including the main entrances, with a view to determining the approach for replacement of the timber frame, glazing and cladding systems to the main entrances, together with associated redecoration works and renewal of floor finishes to the communal parts.
- 4.4 The second phase consisted of intrusive surveys carried out in May 2024. This required the removal of selected sections of the timber and u-PVC cladding on the main entrances and adjacent areas.
- 4.5 The surveys revealed that all blocks exhibit similar defects, with the main entrances showing notable deterioration to the glazing and structural timbers. The consultant recommended replacing the timber-glazed entrances with a specially designed aluminium curtain-walling system. It was also advised that the internal areas be upgraded. The upgrade would include redecoration with a high-performance fire-rated coating, along with renewal of the vinyl floor coverings to the stairs and landing areas.

##### **Fire Safety Upgrades**

- 4.6 During the intrusive surveys, the consultant identified a potential fire-safety breach at the interface between the main entrances and the external cladding. They noted that in replacing the timber structure of the main entrance, the junction between the existing cladding would be disrupted, compromising the integrity of the fire-stopping measures at that point. To ensure the improvement works comply with current fire-safety regulations and protect the block against fire spread, it was therefore concluded that the u-PVC cladding must be fully replaced alongside the installation of the new aluminium curtain-walling system to the main entrances.

- 4.7 Although this increases the overall scope of works, the approach is essential to ensure that the timber frame structure and u-PVC cladding meets current fire safety standards.
- 4.8 In addition to replacing the cladding to the main walls and installing the upgraded curtain-walling system to the principal entrances, the following works were also identified within the external areas:
- Fabric repairs to masonry and brickwork to restore external surfaces and prevent deterioration.
  - Minor roof repairs to ensure weatherproofing and structural integrity.
  - Renewal of rainwater goods to improve drainage and prevent water damage.
  - Levelling of pathways to eliminate trip hazards and improve accessibility
- 4.9 The above works will ensure that the 7 blocks within the Hamilton Close Estate are structurally sound, weather tight, and compliant with current fire safety regulations.
- 4.10 The works will also prevent further deterioration, reduce repair costs, and enhance the overall condition of the Council's housing stock.

### **Energy Efficiency Improvements**

- 4.11 This project supports the Council's commitment to achieving a net-zero-carbon borough by 2041. Planned energy-efficiency measures include upgraded external wall insulation and high-performance glazing to the new curtain-walling at the main entrances. These improvements will help reduce carbon emissions, lower residents' energy bills, and contribute directly to the Council's Climate Change Action Plan and Affordable Energy Strategy.

### **Minimising Future Costs**

- 4.12 Through targeted refurbishment under this programme, the Council will proactively safeguard the seven blocks on the Hamilton Close estate from further deterioration. Deferring these works would compound repair needs to the main entrances, external areas, and communal spaces, resulting in higher long-term costs and a gradual reduction in asset value. Undertaking the improvements now will therefore deliver tangible cost savings over the life of the blocks.

### **Resident Engagement and Communication**

- 4.13 Although the works are external in nature, the Council has engaged with residents and stakeholders across the Hamilton Close Estate. Communications have been issued to affected households, and Resident Liaison Officers have been appointed to support engagement, respond to queries, and ensure that disruption is minimised. This proactive approach reflects the Council's commitment to transparency and resident wellbeing. As part of the engagement – residents will be invited to choose colours for communal decorations and flooring.

### **Alignment with Strategic Goals**

- 4.14 This project aligns with the Council's wider strategic objectives, including the Housing Delivery Programme, the Housing Asset Management Strategy, and the Council Housing Energy Action Plan (HEAP). It supports the Council's ambition to provide high-quality, sustainable housing and to make best use of its existing stock.

## **Leasehold implications**

- 4.15 There are 45 leasehold properties affected by the works to the 7 blocks on the Hamilton Close estate.
- 4.16 Under the terms of their lease, lessees are 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.
- 4.17 The Council adheres to standard statutory Section 20 processes, as detailed in the Leasehold Advisory Service guide for public sector landlords using the 2003 regulations under the Landlord & Tenant Act 1985/2002.

30-day Section 20 consultation notices were issued under Schedule 4 Part 2 of the Service Charges Regulations 2003,

- Notice of Intention was issued 23 April 2024 and expired 26 May 2024.
- Notice of Estimate was issued 24 November 2025 and expired on 27 December 2025.
- The total amount estimated to be recovered from Leaseholders for the proposed works outlined in this report is £310,780.00. With an average leaseholder charge of £6,906.00

- 4.18 The above figures reflect the restrictions placed upon the Council under Part 5 of the Building Safety Act 2022 ("the Act"). Part 5 of the Act contains a number of complex provisions which prevent or limit the Council's ability to recover service charges from its leaseholders ("tenants") where it undertakes works to remedy "relevant defects" in "relevant buildings".

## **5 Alternative options considered.**

### **Do Nothing**

- 5.1 The option of taking no action was considered but quickly discounted. The Council has a duty to maintain its housing stock in a good state of repair, and choosing not to proceed with the major refurbishment works would be a breach of that duty. In addition, a "do nothing" approach could expose the Council to disrepair claims, leading to avoidable legal costs.

### **Partnering Contract**

- 5.2 Haringey Council has procured four long-term partnering contractors to deliver major works to its housing stock over a 10-year period. While it was initially considered to

include the Hamilton Close Major Works Programme within the partnering contracts, several critical factors led to this option being ruled out.

- 5.3 Firstly, the Hamilton Close Major Works Programme is considered urgent, particularly as the works are intended to address fire-safety concerns and remedy significant deterioration to the timber-framed main entrances.
- 5.4 Delaying the works until the partnering contractors mobilise in April 2026 would risk further deterioration of the blocks, resulting in higher repair costs and potentially exposing the Council to disrepair claims.
- 5.5 It should also be noted that the decision to exclude the Hamilton Close Major Works Programme from the partnering contract reflects the fact that the project was first identified in 2022. The works are therefore already overdue, and any further delay would compromise the Council's ability to meet its Decent Homes targets for 2025/26 and 2026/27.

## 6. Background information

- 6.1 Hamilton Close is a residential estate located in the Tottenham Hale Ward of the Borough. The estate consists of seven timber-framed purpose-built residential blocks, originally constructed in the 1980s. The 7 blocks of three-storey purpose-built flats. To each block there are communal access to the individual flats, with two flats located on each floor.

Blocks: 1-18, 19-23, 34-48, 49-66, 79-96, 97-114, 115-132

- 6.2 A programme of work was identified to the above blocks in 2022. These works included the following:

**Curtain Walling:** Removal of existing timber framed front entrances to each block and replace with aluminium curtain walling.

**Roof Works:** Stripping and renewal of roof coverings and rainwater goods to selected areas.

**Internal Decoration Works:** Replacement of flooring to communal areas and redecoration of walls, ceilings, handrails, and painted timbers with an approved fire-rated coating.

**Timber Repairs:** Structural timber repairs to main timber framed structure and associated components.

**Additional External Works:** Repairs to concrete walkways and boundary walls where required.

The above improvements are intended to extend the remaining life of key building components while also enhancing energy efficiency. Together, these measures will improve overall living conditions for residents and help preserve the architectural integrity of the blocks.

- 6.3 A Multi-Disciplinary Consultant was commissioned to develop the above scope of works and prepare tender documents to reflect the essential improvements to the 7 blocks on the Hamilton Close estate.

- 6.4 The Consultant was also commissioned to provide services to include project and cost management, architectural design and support, building surveying, mechanical and electrical, structural, and principal designer services for compliance with the CDM Regulations and the Building Safety Legislation. The costs for these services are shown in Appendix A – Exempt Report and have been calculated based on the Consultant’s agreed framework rates.
- 6.5 Following completion of the design process and the final scope of works being agreed, a specification of works and tender documents were drafted and approved by Haringey’s deliver team. The tender was submitted via Haringey tender portal and invited the framework contractors to submit their tender bids in accordance with the specification and Invitation to Tender.
- 6.6 Tenders were invited on 25th June 2025 via Lot 2.3 of the London Construction Programme (LCP), and the process was managed by Haringey’s Strategic Procurement team. The Council received 8 compliant bids by the closing date of 13<sup>th</sup> August 2025.
- 6.7 Following a comprehensive evaluation and moderation process, Tenderer A demonstrated a strong capability to deliver the refurbishment works to a high standard and in accordance with the Council’s priorities around social value.
- 6.8 The tender results are shown in the table below, with further detail in Appendix A – Exempt Report.

Tenderer	Contract Sum	Total Quality Score (40%)	Total Price Score (50%)	Social Value (10%)	Total % Score (100%)	Overall Ranking
A	£1,909,942.00	32.00%	39.76%	5.43%	77.19%	1st
B	£1,519,134.00	23.20%	50.00%	3.18%	76.38%	2nd
C	£2,869,105.00	25.60%	39.76%	6.57%	71.93%	3rd
D	£2,159,294.00	32.00%	35.17%	3.75%	70.92%	4th
E	£2,656,447.00	33.60%	28.59%	8.50%	70.69%	5th
F	£2,569,175.00	32.80%	29.56%	5.46%	67.82%	6th
G	£2,890,207.00	35.20%	26.28%	6.05%	67.53%	7th
H	£2,783,455.00	28.00%	27.28%	5.77%	61.05%	8th

- 6.9 In view of the above tender results - it is recommended that the Cabinet Member for Housing and Planning (Deputy Leader) approves the award of contract to Tenderer A in the sum of £1,909,942.00.
- 6.10 The projected spend profile for the project is shown in the following table. The project will be funded from Asset Management’s HRA Capital Budget.
- 6.11 The allocated funding will accommodate all works executed on the project and will be delivered in the 25/26, 26/27 and 27/28 financial years as shown in the table below.

Financial year	Works	Description
25/26	£100,000.00	Main Works
26/27	£1,762,194.00	Main Works
27/28	£47,748.00	End of Defects
Total	£1,909,942.00	

## 7. Key Milestones

- 7.1 The following key milestones are noted for the delivery of the Hamilton Close Major Works Project.

<b>Work Stages</b>	<b>Indicative Delivery Period</b>
Initial Engagement	December 2024
Feasibility and Options Appraisal	February 2025
Design Proposals	March – April 2025
Procurement	May - September 2025
Governance and Approval to Award	March 2026
Appointment of Contractor and Mobilisation	April/May 2026
Handover	April 2027
End of Defects and Final Sign-Off	March 2028

## **8. Risk Management**

- 8.1 The Hamilton Close Major Works project presents several key risks that require careful management to ensure successful delivery:

### **Contractor Capacity and Commitment**

- 8.2 A critical risk is securing a contractor with the capacity, experience, and commitment to deliver the refurbishment works to the required standard and within the agreed timeframe. This risk has been mitigated through procurement via the London Construction Programme (LCP) Framework, which ensures all appointed contractors are pre-vetted and have a proven track record in delivering complex estate refurbishment projects.

### **Cost Management and Budget Control**

- 8.3 Maintaining control over project costs is essential, particularly given the scale and technical complexity of the works. To support this, an experienced design consultant and lead architect have been appointed to oversee cost planning, value engineering, and design efficiency throughout the project.

### **Quality Assurance and Resident Satisfaction**

- 8.4 Delivering high-quality workmanship is vital to ensure long-term asset performance and resident satisfaction. A dedicated team will conduct regular site inspections to monitor construction standards, ensure compliance with specifications, and report on health and safety performance. Resident liaison procedures will also be implemented to address concerns and minimise disruption.

### **Unforeseen Works and Structural Complexity**

- 8.5 There is a risk of encountering unforeseen issues once the works commence. Issues such as hidden structural defects, drainage problems, or fire safety matters. The project team, led by the appointed consultant, is prepared to respond swiftly with appropriate design and engineering solutions to minimise delays and cost impacts.

### **Programme Delays**

- 8.6 Delays in material supply, labour availability, or adverse weather conditions could impact the project timeline. To mitigate this, the contractor will be required to submit a detailed

programme of works with built-in contingencies and regular progress reporting. The project manager will monitor milestones closely to ensure timely delivery.

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

9.1 The Hamilton Close Major Works Project 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) notes that this report relates to the approval to award a contract to Tenderer A

11.1.2 SP note that a competitive tender was launched via the LCP's Housing Framework for Lot 2.3 The adopted procurement is in line with Contract Standing Order (CSO) 7.02 and Regulation 33 of the Public Contracts Regulations.

11.1.3 The Tenderers' bid submissions were evaluated in accordance with the scoring methodology contained within the published Invitation to tender document.

11.1.4 Bid evaluation was based on price and quality and the preferred bidder submitted the most economically advantageous tender.

11.1.5 SP supports the recommendation to approve the award in accordance with CSO's 2.01c, 0.08 and the approval of a letter of intent in accordance with CSO 16.04

## 11.2 **Financial Consideration**

11.2.1 The proposal has been reviewed from a financial perspective and is considered deliverable within the current capital programme and financial planning framework.

11.2.2 Appropriate provisions have been made for potential unforeseen works, and professional fees have been accounted for.

11.2.3 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 works are above the threshold where the tendering requirements set out in the Public Contracts Regulations 2015, the procurement legislation applicable to this tender, apply. The Council invited tenders under Lot 2.3 of the London Construction Programme Framework Agreement. Use of a Framework Agreement is a permitted procurement route and allowed for under Reg 33 of the Public Contracts Regulations 2015 and also provided for in the Council's Contract Standing Orders (CSO 7).

11.3.3 As the value of this contract is above £500,000, the decision to award would normally be taken by Cabinet in line with CSO 2.01 c. A Cabinet decision may also be taken by the Leader or by a Cabinet Member with the Leader's agreement (CSO 0.08).

11.3.4 Approval for a letter of intent is also required under CSO 16.04. The maximum cover allowed for a letter of intent is either £100,000 or 10% of the contract price, whichever is the greater.

11.3.5 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").

11.3.6 Further legal comment, in particular in relation to recovery of the costs of works covered by Part 5 of the Building Safety Act 2022 is set out in the body of the report.

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

## 11.4 Equality

11.4.1 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.

11.4.2 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. 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.

11.4.3 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.

11.4.4 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.

11.4.5 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.

## 12. Use of Appendices

12.1 Appendix A - Exempt Report.

## 13. Background papers

13.1 None