

Broadwater Farm – Repair and maintenance issues

1. Summary of current position.

- 1.1 Structural issues were identified with the panelised construction of the blocks on Broadwater Farm in December 2017. As a result of this two of the blocks, Tangmere and Northolt, have been identified for demolition and have been decanted, with the exception of a handful of leaseholders. This is now resolved, following the serving of Compulsory Purchase Orders, and vacant possession should be achieved in December.
- 1.2 Since these issues were identified £19.2 million has been invested in the estate which included removing gas from the individual properties and providing a district heating system, fire stopping works and providing new kitchens and bathrooms where required.
- 1.3 A wider estate strategy is being developed, including strengthening works to remaining blocks, improved energy efficiency including recladding and providing new windows to the remaining blocks, improvements to the common parts of the blocks and wider public realm. This will ensure that the existing and new homes are places of which residents are proud.
- 1.4 Whilst the wider estate strategy has been developed some capital investment works to existing blocks have been put on hold. This has been further exacerbated by the borough wide fire door programme being suspended whilst compliant fire doors with the correct certification have been identified and a reduction in the planned works delivery and repairs service due to Covid working restrictions.
- 1.5 Recent inspections by ward Councillors, complaints and members enquiries have identified concerns regarding overdue repairs; the quality of completed repairs; long standing issues especially with leaks not being resolved and the general standard of the common parts of the estate.
- 1.6 Homes for Haringey acknowledges this is a service area which requires a significant level of improvement and is working with ward Councillors and local residents to do this in advance of the wider estate improvements being finalised and delivered.

2. Identified areas of improvement.

- 2.1 **Block Audits:** In the first week in August audits of the blocks were undertaken to identify any communal repairs which were either not completed or required improvement. The outcome of these audits has been reviewed and the relevant repairs are being addressed. A team of operatives are being made available to complete the backlog of repairs identified, which do not require specialist sub-contractors, by mid-October.
- 2.2 **Reporting of Repairs:** For a number of the repairs which have been identified when the job has been investigated there has been no record of the repair being ordered on the system. From feedback from the Ward Councillors, they feel that residents raise these with the concierge and estate service rather than reporting them through the call centre or app. Also, more widely there is a high staff

presence across the estate, so it is acknowledged that a more proactive approach to identifying, and reporting repairs should be in place. A workshop is going to take place with frontline staff on the estate to understand what their barriers are to raising repairs. The outcome of this will be that when residents report repairs through the concierges they are recorded on the system. It will also enable staff to raise repairs they identify more effectively.

- 2.3 **Estate Inspection.** Due to Covid working restrictions, estate inspections have not been taking place. These will be starting again in the Autumn and will be an opportunity to identify any repairs or cleaning issues on the estate.
- 2.4 **Completing repairs in a timely fashion.** Broadwater Farm is one of the largest estates in the Borough and has been identified for significant investment in the existing stock. As a result of this there are high volumes of repairs especially in the common parts where the investment is yet to be undertaken. Now the block audits have been completed an analysis is being undertaken to understand the type of work which is reoccurring on a regular basis. Once we understand this, we will make a team of operatives available on a monthly basis to complete all non-emergency repairs on the estate. This will be more impactful for residents, offer better value and can be timed to follow up estate inspections.
- 2.5 **Correct supply-chain:** The construction at Broadwater Farm, means that for some jobs such as window repairs and drainage, which would appear to be quite straight forward jobs, on closer inspection require specialist supply-chains. For drainage works within the blocks a specialist contractor has now been identified and is flushing all pipework on the estate to remove blockages and has been undertaking the necessary remedial work. For the window repairs in the communal areas the procurement of a specialist contractor is being undertaken.
- 2.6 **Management of Repairs:** A surveying resource is currently being recruited for 6 months to oversee the improvements in repairs on Broadwater Farm. Their role will include ensuring all repairs which have been identified are delivered to the published target timescales, that the correct supply-chain is in place and that jobs are post work inspected to ensure they are delivered to the correct standard. The effectiveness of this role will be reviewed at the end of the 6 months.

3. Conclusion

- 3.1 It is fully recognised within both Homes for Haringey and LB Haringey that we need to focus equally on current repairs and future estate investment and in the context of Broadwater Farm that performance needs to substantially improve in terms of repairs.
- 3.2 Homes for Haringey acknowledges that on the Broadwater Farm there are improvements needed in relation to the way in which repairs are identified, managed, and delivered. The actions outlined in this report should address these issues.
- 3.3 In March, Homes for Haringey will review the effectiveness of these changes with residents and stakeholders and will where appropriate, adopt successful changes on large estates and estates identified for regeneration moving forward.