

Report for: Cabinet 17 June 2025

Item number: 14

Title: BWF – External Major Works Programme

Report authorised by: Jess Crowe, Director of Culture, Strategy and Engagement

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Ward(s) affected: West Green

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

1. Describe the issue under consideration

- 1.1. In line with Contract Standing Order (CSO) 2.01.C, this report seeks approval from Cabinet to award a contract to Tenderer A in the sum of **£3,555,921.59** for the external major works programme to 8 blocks on the Broadwater Farm Estate.
- 1.2. The works are essential to bring forward key elements of the Broadwater Farm Refurbishment Programme. The works will ensure the blocks are in a good state of repair and will address matters such as defective masonry/concrete, leaking pipework, degraded asphalt balconies and damaged handrails. It will also allow for the renewal of the communal flooring to all blocks within the programme.
- 1.3. The External Major Works Programme will be delivered alongside Phase 1 and Phase 2 of BWF - New Homes Programme. Phase 1 commenced November 2024 and will deliver 40 new homes by May 2026. Phase 2 is due to commence March 2026 and will deliver 139 new homes and 7 enterprise units by March 2028. There will be a further phase (PH3) which will deliver 123 new units – bringing the total number of new homes delivered on the estate to 302.

2. Cabinet Member Introduction

We are investing to refurbish and renew our council homes – part of our ambition to improve the quality of homes for residents across our borough.

We have a significant programme of investment on Broadwater Farm and this package of works continues the council's commitments to upgrade existing homes alongside the new build programme that will see almost 300 new homes developed on the estate.

This investment will go into new communal flooring for eight blocks, waterproofing to existing balconies, upgrades to essential pipework, repairs to areas of aged, flaking concrete and redecoration externally. It follows a recent

programme of fire safety upgrades which concluded earlier this year.

Residents have been heavily involved in designing the work and contributed to options around floor covering finishes and colours. These changes will enhance the communal areas and external appearance of the blocks – giving the estate a fresh new look

3. Recommendations

It is recommended that the Cabinet,

- 3.1 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 **£3,555,921.59**.
- 3.2 In consultation with the Director of Finance, approves the expenditure of sums set out in the exempt part of the report.
- 3.3 Approves issuance of a letter of intent for the value of **£350,000.00**. 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

The refurbishment of the Broadwater Farm Estate will see the upgrade and improvements to 10 blocks on the estate. The refurbishment will include structural strengthening, this will provide increased stability to the large panel system (LPS) blocks. Window replacement to all units will also be included, along with the replacement of the existing external wall insulation. New front entrance doors and communal fire doors, landscaping, drainage repairs and other essential external and communal works will also be carried out.

The programme is noted as being complex in terms design, delivery, programming and budget. Therefore, it has been decided that two blocks should be identified as pilot installations. Rochford and Martlesham have been identified, and these blocks are likely to see works starting in the summer of 2026 and complete 18 months thereafter. In view of this, it is recognised that works to the other 8 blocks on the estate will be delayed until the pilot works are completed. It has been agreed that key elements of the refurbishment programme should be brought forward to the 8 blocks. This will ensure the blocks are in a good state of repair whilst the main refurbishment programme is planned.

Although works are planned to 8 blocks on the estate, Kenley block will see minimal works, as the externals do not require upgrade during this programme. Also, the internal such as front entrance doors and decorations were improved during the recent FRA improvements. Therefore, the only works identified to Kenley include replacement flooring to the shared ground floor lobby areas, extensive cleaning of the quarry tiles to all upper floors, and pigeon deterrent works to the external deck level.

Awarding a contract to Tenderer A in the sum of £3,555,921.59 for external major works programme to 8 blocks on the Broadwater Farm Estate will not only bring forward elements of the refurbishment programme but will also reduce the impact on the repairs budget by replacing and repairing components that will likely require costly maintenance if left in their current state.

The works will also reduce costly claims for disrepair made against the council which arise from repeated complaints about the poor state of the blocks. It is hoped that the works will alleviate the budgetary pressures associated with completing works in disrepair claims across the borough, which in 2024/25 incurred an approximate gross spend of £3.1m. These works will contribute to reducing these costs.

5. Alternative options considered

- 5.2 Do nothing and allow the 8 blocks to remain in their current state and await improvement and upgrade as part of the refurbishment programme. This option was considered and discounted due to the condition of the blocks and the burden placed on the repairs budget if left unattended. It was also noted that residents frequently raise concerns about the general condition of the blocks - specifically the leaking balconies and pipework, which damages cars parked below. Leaving the blocks in their current condition will result in concerns being raised and could result in costly claims for disrepair and place a financial burden on the council as outlined in Section 4 of the report.
- 5.2 In view of the above, the only suitable option to address the current condition of the blocks would be to design and deliver a standalone external major works programme to upgrade the condition of the blocks.

6. Background information

- 6.1 There are 10 blocks on the Broadwater Farm Estate. The blocks have been identified for major refurbishment works. The works include significant structural improvements to extend the remaining life of the blocks, replacement of windows, roof coverings, external wall insulation, major repairs and decorations to the external and communal areas, along with the upgrade to car parking areas, landscaping and other public realm works.
- 6.2 The refurbishment works are programme to be carried out over a 7–10-year period. Due to the complex nature of the works, 2 blocks have been identified to act as pilots. The pilot blocks will be Rochford and Martlesham. These blocks will see the full scope of works carried out. This will allow the project team to identify risks associated with matters such as identifying a suitable contractor, managing the costs and programme, understanding the complexity around having to decant some residents to carry out the structural works, achieving planning consent and seeking approval for the works via the Building Safety Regulator.

- 6.2 Works to the pilot blocks are not due to start until the summer of 2026 and complete 18 months thereafter. Works to the other blocks will be phased and unlikely to commence until the pilot blocks are completed.
- 6.3 As the blocks are noted to be in poor condition and attracting complaints from residents and placing a strain on the repairs budget – it is not possible to defer works to these blocks until completion of the pilots (Rochford and Martlesham), neither is it possible to wait until the phasing of the main refurbishment programme. Therefore, to avoid further deterioration of the external and communal parts, it has been agreed to develop a programme of work that will see improvements to the key elements of all blocks outside of the pilots.
- 6.4 The improvements will see essential repairs carried out to the following elements:
- External concrete elements to remove flaking paint and treat all exposed steel reinforcements
 - The application of a high-performance coating to protect the structural masonry
 - Waterproofing to balcony floors to prevent leaks to undercroft / car park areas below the blocks
 - Repairs and replacement of defective cast iron pipework to undercroft / car park areas
 - Replacement of the communal flooring to all blocks
 - Pigeon proofing to prevent birds roosting in concealed and exposed areas

In addition to the above, there will be a Pilot Undercroft Project which will address community safety and security on the estate through a series of proposed improvements. The improvements will be a trial to see if these works can be rolled out to other rear entrances and undercrofts on the estate.

The works will include:

- The relocation of refuse and recycling bins and introduction of fob access
 - New lighting, signage, cycle parking and redefined pedestrian routes with wayfinding and art.
- 6.5 Regarding works to the communal parts, these areas were upgraded following a recent programme completed March 2025. The works included the replacement of fire doors to dwellings and communal areas, emergency lighting, asbestos removal, fire stopping, fabric repairs and the application of a fire-rated coating to all ceilings, walls and woodwork. In view of this – the only works identified to the communal areas will be the replacement of vinyl flooring and ceramic tiling to stairs, landings and corridor areas. Floors in many of these areas have been subject to patch repairs and can no longer be kept in reasonable condition.
- 6.6 A Multi-Disciplinary Consultant was commissioned to develop a scope of works to and prepare tender documents to reflect the essential improvements to the blocks. 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.

6.7 Following completion of the design process and the final scope of works being agreed, a specification of works and tender documents were written. Tenders were invited on 18 November 2024 via Lot 2.2 of the London Construction Programme (LCP). The process was managed by Haringey’s Strategic Procurement.

6.8 Twelve contractors were invited to tender, however on 17 January 2025, only two bids were received. The bids were assessed on 50% quality, 10% social value and 40% cost.

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.

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

Tenderer	Tender Price	Cost (40%)	Quality (50%)	Social Value (10%)	Total Score (%)
A	£3,555,921.59	37.66	44.00	8.50	90.16
B	£3,347,605.03	40.00	40.00	4.03	84.03
C	No Bid Received	-	-	-	-
D	No Bid Received	-	-	-	-
E	No Bid Received	-	-	-	-
F	No Bid Received	-	-	-	-
G	No Bid Received	-	-	-	-
H	No Bid Received	-	-	-	-
I	No Bid Received	-	-	-	-
J	No Bid Received	-	-	-	-
K	No Bid Received	-	-	-	-
L	No Bid Received	-	-	-	-

6.10 Following completion of the tender exercise to procure a suitably qualified and experienced contractor to deliver the external major works programme to 8 blocks on the Broadwater Farm Estate, it is recommended that Tenderer A is awarded the contract in the sum of £3,555,921.59.

6.11 The projected spend profile is shown in the following table. The project will be funded from the budget allocated for the refurbishment of the Broadwater Farm Estate. Funding will accommodate all works executed on the project and will extend over 3 financial years from 25/26 to 27/28 as shown in the table below.

Description	Year 1 (25/26) £	Year 2 (26/27) £	Year 3 (27/28) £
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BWF – External Major Works Programme	£1,500,000.00	1,967,000.00	£88,921.59
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Leasehold Consultation

- 6.12 The council's standard right to buy lease provides for a proportionate part of the costs of the external major works programme to 7 blocks on the Broadwater Farm Estate, of which the flats form part to be recharged to leaseholders. There are 95 flats occupied by leaseholders affected by these works.
- 6.13 Leasehold consultation was undertaken in line with the requirements of Section 20 of the Landlord and Tenants Act 1985 with the leaseholders of 7 of the blocks; the works to the 8th, Kenley, are relatively minor and recharge to them will be limited to £250 each. An initial Notice of Intent was issued on 11 September 2024 to the leasehold flats in the 7 blocks, and no observations or nominations were received.
- 6.14 Notice of estimates were issued on 06 March 2025 to the leasehold flats in the 7 blocks. The Notices expired on 08 April 2025. The Council received no formal observations from leaseholders.
- 6.15 The total amount rechargeable to leaseholders is estimated at £635,076.34 with an average leaseholder charge per unit of £6,685.01.

Consultation

- 6.16 In accordance with the Haringey Deal and our commitment to invite stakeholders to contribute and comment on proposals to improve their community. The residents on the estate were invited to engagement sessions and community events to meet the Lead Architect to discuss the proposals for upgrading the undercroft / car park areas to one of the blocks – namely Debden.
- 6.17 Residents provided useful feedback on the proposals to upgrade and improve the rear entrance, decorative works, signage and general wayfinding design, lighting, floor markings and the general theme and suggested outcomes of the major works programme. The proposals were well-received by the residents and therefore formed a major part of the refurbishment proposals for which the contractors were invited to tender.

Risk Management

- 6.18 There are three main risks associated with the external major works programme. Firstly, finding a suitable contractor that will commit the necessary resources to ensure the works are delivered in a timely manner and to a standard that is acceptable to the residents and the project team. This risk has been mitigated by ensuring the procurement route only identifies contractor who have been pre-vetted and accepted onto the relevant Framework Lot of the London Construction Programme Framework.

- 6.19 Secondly the delivery team will be faced with managing costs to ensure the project is delivered within budget. This has been mitigated by ensuring that an experienced design consultant and lead architect have been appointed to provide these services. The third risk is achieving the level of quality to ensure the project team achieves a high level of resident satisfaction. This has been mitigated by appointing an experienced quality inspector who will carry daily inspections to not only monitor and report on the quality of the work, but also review and report on all health and safety matters.

7. Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes'?

- 7.1 This project will help to contribute to the Corporate Delivery Plan by creating a solid resident experience and enabling success for all residents impacted by the project.

The project has created an opportunity for all residents on the estate to participate in the decision-making process. For example, residents were invited to community events, consultation meetings to design the project in terms of colours, wayfinding, redesign of rear entrances, lighting and comment on the general look and feel of the project proposals.

By involving residents in developing the project, the project team has ensured that they build mutual trust and confidence through positive interactions with residents, from getting the basics right to involving residents more deeply in Council decision-making, especially in matters that affect them.

8. Carbon and Climate Change

- 8.1 The project will have a minimal impact on carbon and climate change, however the replacement of external lighting for low-energy components will contribute to carbon reduction in way that will otherwise not be met if the works were not carried out. Also, with the repair and replacement of fractured drainage, this will reduce the amount of water that could be recycled via the main water distribution network.

9. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

9.1 Finance

The maximum sum of the contract is £3.556m; to cover for the cost of external major works programme to 8 blocks of the 10 blocks on the Broadwater Farm Estate.

These works consist of several works as listed in sections 6.4-6.5.

The cost of these works is projected to be spent over three financial years as shown in the table 6.11.

The cost of these works in 2025/26 and future years will be met from the 2025/26 BWF capital programme budget and MTFS.

There are leaseholders in these blocks. and it is estimated that leaseholder's contribution to the cost of these works will amount to £0.635m

There is a risk of cost escalation if this project is not properly monitored.

9.2 Strategic Procurement

- 9.2.1 Strategic Procurement (SP) notes that this report relates to the approval of an award to Tenderer A for the provision of external major works programme to 8 blocks on the Broadwater Farm Estate.
- 9.2.2 SP notes that a competitive tender was launched via Lot 2.2 of the London Construction Programme (LCP) framework. The adopted route to market is in line with Contract Standing order (CSO) 7.02.
- 9.2.3 Bid evaluation was carried out in line with the proposed evaluation methodology that was set out in the Invitation to tender document and recommended Tendered A provided the most economically advantageous tender.
- 9.2.4 SP support the recommendation to approve the award in accordance with CSO 2.01.C

9.3 Director of Legal & Governance

- 9.3.1 The Director of Legal and Governance has been consulted in the preparation of this report.
- 9.3.2 Legal Services has been advised that a procurement process was undertaken via Lot 2.2 of the London Construction Programme Framework Agreement. Framework Agreements are a compliant route to procurement as specified by the Public Contracts Regulations 2015, the legislation in force at the time of the procurement.
- 9.3.3 Use of framework agreements is also provided for under CSO 7.02 of the Council's Contract Standing Orders.
- 9.3.4 The award of the contract will be a Key Decision and, as such, must comply with the Council's governance processes in respect of Key Decisions.
- 9.3.5 Cabinet has power to approve the award under CSO 2.01 (c) (contracts valued at £500,000 or more).

- 9.3.6 Cabinet also has power to approve the issuance of a letter of intent to a value of 10% of the contract sum.
- 9.3.7 The Council's standard right to buy lease provides for recharge by way of service charge of the cost of works and services provided to the building or estate of which the leasehold premises form part.
- 9.3.8 Section 20 of the Landlord and Tenant Act 1985 and the Service Charges (Consultation Requirements) (England) Regulations 2003 ("the legislation") require consultation of leaseholders in relation to these works, where the cost is to be recharged to the leaseholder subject to a cost threshold of £250.
- 9.3.9 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.
- 9.3.10 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.
- 9.3.11 Details of the Council's compliance with those provisions are set out in the body of this report under "Leasehold Implications". Legal Services have considered the form of the notices served and confirm that they comply with the statutory provisions. The decision maker must conscientiously take account of the observations made by leaseholders in making this decision
- 9.3.12 The Director of Legal and Governance confirms that there are no legal reasons preventing the Cabinet from approving the recommendations in this report.

10.0 Equality

- 10.1 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.

- 10.2 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.
- 10.3 Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 10.4 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.
- 10.5 Overall, in so 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.
- 10.6 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

11.0 Use of Appendices

- 11.1 Appendix A - Exempt Report

12.0 Background papers

- 12.01 None