Report for:	Cabinet Meeting - 10 November 2026
Item number:	15
Title:	**Bruce Castle Museum – Phase 2 Works – Permission to initiate tender action for a Construction Works Contract**
Report authorised by:	Jess Crowe, Corporate Director of Culture Strategy and Communities
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Ward(s) affected:	Bruce Castle
Report for Key / Non-Key Decision:	Key Decision

1. Describe the issue under consideration.

1.1. To request approval to go out to tender for a construction works contractor to deliver the refurbishment works at Bruce Castle Museum.

2. Cabinet Member Introduction

2.1. Bruce Castle Museum is one of Haringey's most treasured heritage assets, combining centuries of local history with an important role as a much-loved community space. Serving residents and visitors from across the borough and beyond, it provides a wide range of cultural, educational and community activities. With almost one million visits each year, including around 4,000 school children, the museum plays a significant role in celebrating and sharing Haringey's diverse history and communities, including through its LGBTQ+ collections and the Windrush Generation and Legacy Gallery. The programmes run at Bruce castle benefit a broad range of residents, including older people, young people, carers, low-income families and those experiencing isolation.

2.2. To meet demand from visitors, the building now requires investment and improvement works. These upgrades will help secure the long-term future of this important cultural and community asset in the east of the borough, ensuring it remains free and accessible to all.

2.3. The urgent and critical refurbishment works set out in this report are necessary to address long-standing issues relating to the building's structural fabric, safety and resilience. The proposed investment in Bruce Castle is a welcome step towards preserving this Grade I listed building, it will; improve safety for staff and visitors, protect the borough's archives and collections, and reduce the environmental and financial costs of maintaining the site; ensuring that local people can continue to access and learn from our shared history.

2.4. The works are primarily focused on repairs and compliance, as well as improving the building's heating, ventilation, drainage and roof infrastructure which will support better environmental performance and help ensure that this valued public asset remains sustainable, resilient and accessible to residents for many years to come.

2.5. This administration believes that it is our responsibility to preserve our historic buildings to protect our borough's rich heritage and ensure these assets remain accessible and sustainable for future generations. By doing these improvements we are creating the foundations for securing additional external funding and delivering a longer-term vision for Bruce Castle as a thriving cultural destination at the heart of the east of the borough.

3. Recommendations

3.1. For Cabinet pursuant to Contract Standing Orders 2.01(b) to:

3.2. Approve the commencement of a tendering process for a construction works contactor to deliver the Phase 2 works at Bruce Castle Museum.

4. Reasons for decision

4.1. It is essential to engage a construction works contractor to undertake these urgent refurbishment works to enable the council to continue to act as guardian to both the historical and cultural significance of the Grade I listed building itself, and to the Council's archives and local history collections that it holds.

4.2. A works contractor will be selected competitively through a single-stage tendering process. The London Construction Programme General Framework has been discounted since the list of contractors do not hold significant levels of heritage building experience. The Dynamic Purchasing System is presently the preferred vehicle. The form of contract proposed to be used is a JCT Standard Building Contract.

4.3. Soft market engagement will continue to be undertaken to verify the form of contract, likely programme duration, and to ascertain market appetite and availability of the market within those parameters.

5. Alternative options considered.

5.1 **Do nothing:** The council could decide not to tender the scheme. This is not recommended, given the current history of water ingress through the roof, and safety and compliance issues that need to be addressed. Without undertaking the work, reactive repair costs will escalate, as will risks to visitors, staff and the museum collections.

5.3 **In-house:** There is currently no resource within the council that has the capacity, specialist expertise or qualifications to deliver this service.

5.4 **Invite open tenders via Contracts Finder:** This would result in a protracted tender period and would delay delivery of the project.

5.5 **Use an alternative public sector DPS:** This would not be compliant with CSO 8.02, given that the LCP Framework and DPS has been deemed suitable for the requirements being sought.

6. Background information

6.1. The Bruce Castle Museum is a 16th Century, Grade 1 listed building. Representing one of the Council's two Grade 1 listed building in the borough and historical ties back to Robert the Bruce, this remarkable asset is a hidden gem in the East of the Borough.

6.2. Bruce Castle Park was created from the remains of the ancient Bruce Castle family estate, dating back to the 11th Century. Covering eight hectares of parkland, the park now sees over 900,000 visitors per annum who visit the park to use its main facilities including tennis and basketball courts, a tree trail, festivals, children's playground and more.

6.3. The proposed fabric and services improvements will reduce the operational running costs of Bruce Castle and bring the building into a compliant state making it safer for staff and visitors.

6.4. Strategically, it is anticipated that these works provide a platform for further projects which aspire to transform and repurpose the castle to bring a wider community benefit, attracting more people to the heritage building and grounds, and thereby achieve additional revenue to further lower the council's deficit on the asset.

6.5. Since Bruce Castle Museum is a Grade I listed building, as owners, LBH are subject to strict statutory obligations to preserve the special architectural and/or historical character of the building under the Planning (Listed Buildings and Conservation Areas) Act 1990. As custodians, the Council has a general responsibility to keep the property in good repair and to safeguard its future.

6.6. As a Local Authority, and in the interest of the public, LBH is also obligated to safely collect, store, manage, preserve, protect, and provide public access to official and documentary heritage/historical records. Currently Haringey's archive is housed within Bruce Castle Museum. The current condition of the building is putting these records at risk along with the collections (artifacts and art) within the Museum itself.

6.7. In 2022 a building wide due diligence survey completed by Fulkers Bailey Russell identified essential fabric refurbishment and improvements, internal mechanical and electrical services, and the internal refurbishment and redecoration to the building.

6.8. In 2024 the museum underwent extensive capital works to certain areas of the building, partly funded by Arts Council's Museum Estate and Development (MEND) funding. This phase of the project (referred to as Phase 1) delivered some much-needed structural improvements to the East Wing of the museum, as well as addressing fire stopping, and internal improvements and finishes to a number public facing galleries.

6.9. The Major Projects Team were commissioned in August 2024 who in turn appointed a multi-disciplinary design team to review the list of outstanding works. Following the Feasibility, which was delivered in August 2025, the definitive list of works was categorised into priorities 1-5.

6.10. To remain within budget, priorities 1 and 2 along with CCTV improvements were identified to form the scope of phase 2. This includes necessary Health and Safety improvements i.e. to improve fire safety and upgrade systems to support the fire strategy e.g. door entry system The detailed schedule of work is as follows:

1 Urgent	• Loading of the upper floors to the Victorian Wing where the Archive is currently stored.

	• Refurbishment/replacement of below ground drainage. • Review of existing rainwater goods capacity to ensure downpipes can handle appropriate levels of storm water. • Verification of the condition of electrical installations (inspection reports requested).
2 Essential	• Roof refurbishment, namely reforming and relining lead gutters. • Replace defective rainwater goods. • Refurbishment or replacement of defective plaster. • Replacement of existing heating system. • Improvements to the ventilation system. • Replacement of water supply pipework. • Review and improvements to the emergency lighting system. • Improvements to the security system. • Works to investigate/stabilise the north-east corner of the Victorian Wing. • Repairs to timber floor structure (oversized notches or known timber decay). • Replacement of main entrance doors. • Installation of new key suited locks to doors. • Fitting doors F4.D01 and F15.D01 with electromagnetic locks to replace 'break glass for key' points. • Reinstate existing means of escape from the Basement.

6.11. On 22nd July 2026, Historic England visited the museum as part of an initial assessment of an Expression of Interest for Museum and Estate and Development Fund (MEND) grant funding, which was submitted on 12th June 2026.

6.12. During this site visit, Historic England identified some further areas not within the existing scope which gave them cause for concern. They recommended the inclusion of the previously identified and descoped priority 3 external works to the main building, plus the external refurbishment of the clock tower cupola to present a better chance of securing funding. This additional scope of works has been designed, and construction cost has been valued.

6.13. A full grant application for £900,000 was submitted on 4th September 2026. LBH will hear in March 2027 if the application for grant in full or part has been successful. However, in the meantime, these additional MEND works have been included in the construction works estimate as set out in Appendix 1 - Exempt Part B of this report.

6.14. The Museum & Archive service, and the London Borough of Culture team have been consulted to understand and incorporate their feedback and needs.

6.15. Additionally, consultations with conservation, planning, and building control authorities will be conducted to ensure compliance with all regulatory requirements.

6.9 A construction contractor is required to deliver the recommended approach.

6.10 Upon completion of the contractor tender exercise, a further report will be prepared to reflect a request for awarding a construction works contract to the successful bidder.

6.11 At the point the contractor is appointed, there will be sufficient resources in the approved General Fund programme, from scheme 316.

6.12 The estimated total projected costs for this project are as set out in Appendix 1 -Exempt Part B of this report.

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

7.1 This project will contribute to the Council's Corporate Delivery Plan 2024-2026. All projects commissioned by Officers of the Council are expected to align with this plan and will be reflected in key capital project documentation such as project briefs, design briefs, business cases, project initiation documents (PID) and award reports.

7.2 The project will contribute to meeting the following Corporate Delivery Plan Outcome:

- **Resident experience and enabling success –** Excellent resident experience
- **Culturally rich borough –** A cultural infrastructure to be proud of

8. Carbon and Climate Change

8.1 The Head of Carbon Management was consulted during the feasibility study of this project and feedback received has been incorporated into the feasibility study design brief.

8.2 As part of the feasibility stage, the design team explored an opportunity to upgrade the traditional heating system to a ground source heat pump. This carbon reducing enhancement attracted an estimated construction cost of circa £1m. Given the financial environment this was dependent upon securing external funding. Funding was not guaranteed and made less likely given the award of grant which had been achieved for the phase 1 works. To save further abortive costs, and although developed to RIBA stage 3 for the purposes of the grant application, this consideration was discounted at feasibility stage.

8.3 Environmental enhancements were not within the list of works that were categorised as priority 1& 2, however, the refurbishment of the roof, and the upgrading of the heating and ventilation system will by default improve the energy performance of the building.

8.4 In addition, the review of rainwater good capacity, and the refurbishment and replacement of below ground drainage will no doubt lead to attenuation, which will improve the response of the ground conditions to climatic change.

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

9.1 Finance

9.1.1 Comments contained in Appendix 1 - Part B Exempt Information.

9.2 Procurement

Strategic Procurement (SP) has been consulted and notes the contents of this report and the recommendations set out

The procurement opportunities will be tendered in accordance with the Councils' Contract Standing Orders, with primary consideration given to CSO's 7.02 and 8.01. Approval for an alternate route to market will be sought from the Chief Procurement Officer.

SP will work with the service to ensure value for money is achieved through the procurement activity, including delivery of social value aligned with Councils' priorities.

Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b).

9.3 Legal

9.3.1 The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of the report.

9.3.2 Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b), Cabinet may approve a procurement exercise where the value of the contract to be procured is £500,000 or more and as such the recommendation in paragraph 3 of the report is in line with the Council's CSO.

9.3.3 Strategic Procurement has indicated that the contract to be procured would be procured through a Framework or a dynamic Purchasing System in line with the Council's CSO 7.02 or CSO 8.01.

9.3.4 The Director of Legal and Governance (Monitoring Officer) sees no legal reasons preventing the approval of the recommendation in the report.

9.4 Equality

9.4.1 The council is dedicated to fulfilling its Public Sector Equality Duty (PSED) as required by the Equality Act 2010. This means that we must actively take into account the following requirements:

• Foster equality of opportunity for individuals with protected characteristics as well as those without.

• Promote positive interactions between individuals who possess those characteristics and those who do not.

• Avoid discrimination, harassment, victimisation, and any other actions that the Act forbids.

9.4.2 These responsibilities relate to various protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. While the status of marriage and civil partnership is pertinent to the first obligation, it is crucial to recognize that socioeconomic status is regarded as a protected characteristic at the local level by Haringey Council, despite not being enforced by law.

9.4.3 A decision has been reached to award a contract for development works of community and parks facilities buildings, financed by Haringey Council, for Bruce Castle Museum Phase 2 Works, with intentions to issue a letter of intent.

9.4.4 These works aim to reduce the operational cost to the council by conserving and preserving the historical and cultural asset that is Bruce Castle Museum. This is in terms of building fabric, services and structure. The primary goal is to assure and protect the council asset in the long term whilst simultaneously offering a better working environment to staff, and a sensitively modern service offering for visitors in accordance with Haringey's Corporate Delivery Plan.

9.4.5 There will likely be disruption for the duration of the works, which is still being assessed, however any potential impacts to access resulting from the disruption will be reviewed once confirmed and mitigated where possible. Where access can safely be permitted, it will be accessible to all those who can currently access it. The proposal is likely to have no/minimal impact on groups that share the protected characteristics or other disadvantaged groups. As a contractor for a public body, the selected company will be obligated to adhere to the three objectives of the Public Sector Equality Duty that we have outlined.

10. Use of Appendices

10.1 Appendix 1 – Part B Exempt Information

11. Background papers

11.1 N/A.