

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Sukvinder Kalsi, Executive Director of Finance and Corporate Services

Date: 14/07/2025

Subject: Approval to procure a repairs resource planning and management solutions software and service support

Report author: Lena Tsikalovska, Technical Delivery Manager

SUMMARY

The current contract between H&F and Advanced Business Software and Solutions Limited (“Advanced”) is set to expire on 21 July 2025. The service provides two critical cloud-hosted workforce management systems – Dynamic Resource Scheduling (DRS) and Job Manager – along with essential service support. These systems are fully integrated with H&F’s internal operations, repair contractors, and the Direct Labour Organisation (DLO), enabling efficient management of responsive repairs and compliance-related activities.

The report recommends a procurement exercise is undertaken, initiating a direct award call-off under Lot 3 of the Crown Commercial Services (CCS) Vertical Application Solutions (VAS) Framework, to secure a provider. This will ensure uninterrupted service delivery up to the conclusion of the Repairs Procurement in 2027. Maintaining the current system infrastructure is essential for operational continuity, avoiding service disruption, and minimising risk during this transitional period.

RECOMMENDATION

1. It is recommended that the Council seek to procure a 2-year contract with the option to extend for a further period of 1 year, in line with the procurement strategy set out in this report; a direct award call-off under the CCS VAS Framework. The contract over the lifetime term has an estimated total value of £329,902. This will ensure continuity of service while allowing flexibility to adapt to future operational and strategic requirements.
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Wards Affected: All

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	‘Building Shared Prosperity’ is one of the Council’s priorities within its Themes, Outcomes, and Measures Social Value Matrix. In alignment with this strategic

	<p>objective, the procurement of the responsive repairs' software will incorporate social value requirements to ensure that the contract delivers not only operational outcomes but also tangible benefits for the wider community. Embedding social value in this procurement process reinforces the Council's commitment to inclusive economic growth and the creation of opportunities for residents through its service delivery partnerships.</p>
<p>Creating a compassionate council</p>	<p>Missed repair appointments can have a significant negative impact on residents, affecting their quality of life and trust in Council services. It is therefore essential that H&F operates an efficient repairs appointment system to effectively manage both planned and urgent repairs.</p> <p>To support this, the DLO requires a robust operational management system to coordinate and monitor the work of field staff. Having the right systems in place is critical to delivering positive outcomes for residents and minimising service disruption and dissatisfaction.</p>
<p>Doing things with local residents, not to them</p>	<p>The contract will need to stipulate high standards of resident communication throughout the works process. DRS and Job Manager will be key part of the self-service online offer to our residents, which will be co-designed with H&F residents.</p>
<p>Being ruthlessly financially efficient</p>	<p>The Council will pursue a financially efficient procurement by using the CCS VAS Framework with the option of a direct award, streamlining the process, reducing administrative and implementation costs and securing best value for money through an established and compliant route.</p>
<p>Taking pride in H&F</p>	<p>This decision will support the Council's priority to provide high quality affordable homes and homes that Council tenants are proud of.</p>
<p>Rising to the challenge of the climate and ecological emergency</p>	<p>As part of the Council's commitment to addressing the climate and ecological emergency, the software will support more sustainable service delivery by optimising operatives' travel routes – reducing fuel consumption, carbon emissions, and travel time, while increasing efficiency and the number of repairs completed per day. Using SMS for appointment confirmations, reminders, 'on route' notifications, cancellations, and updates to appointment times will help reduce missed appointments and unnecessary travel. This contributes to lower vehicle emissions and supports the Council's commitment to tackling the climate and ecological emergency. In line with this commitment, the Council will also evaluate suppliers'</p>

	social value proposals, specifically their plans to reduce carbon emissions associated with service delivery and their use of recycled and environmentally sustainable materials.
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Financial Impact

This report seeks approval to procure a contract for up to 3 years commencing on 22 July 2025.

The expected total costs of £329,902 will cover the financial years 2025/26 to 2028/29. The cost for the first year of the contract is £99,668, followed by costs of £109,635 and £120,599 in subsequent years respectively.

These costs will need to be contained within the approved Housing Revenue Account budgets held by the Systems and Development team. The software budget (cost centre H78420 4495) of £552,600 is sufficient to cover the costs of this contract.

There are a number of other commitments against this budget and this procurement requires annual indexation of 10% for each year of the contract so the budget will need to be carefully managed over the term of the contract to ensure spend is contained within approved limits.

Danny Rochford, Head of Finance (Housing), 20 June 2025

Verified by: James Newman, AD Finance, 2 July 2025

Legal Implications

This report recommends that the Council procures a contract under Lot 3 of the CCS Vertical Application Solutions Framework. Calling Off from a Framework which was procured under the Public Contracts Regulations 2015 is a compliant process under the Procurement Act 2023. It also satisfies the requirements of the Council's Contract Standing Orders.

The appropriate decision maker is the SLT Member.

The decision is a Key Decision (see Article 12 of the Constitution) and the report must be submitted to Committee Services for publication on the Council's website.

Angela Hogan, Chief Solicitor (Contracts and Procurement) 23rd June 2025

Procurement Comments

A direct award call-off from Lot 3 of the CCS VAS has been determined to be the most suitable option to procure the provision of a DRS and Job Manager to fulfil the business needs. The Central Procurement Team will continue to work with the procuring officer to ensure the procurement strategy outlined within this report is

complaint to the PCR 2015, the Council's Contract Standing Orders (CSO's) and complies with the conditions of the framework as they relate to the direct award call-off process.

The procurement process must be conducted via the Council's e-procurement portal capitalEsourcing in line with governance requirements and to ensure transparency through a full audit trail of documentation.

Taiwo Adelano, Category Specialist, 23 June 2025

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Background

1. The two systems – Dynamic Resource Scheduling (DRS) and Job Manager - are cloud-based solutions, that integrates with NEC Housing through a standard interface. The systems also interface with the Council's repairs contractors' back-office appointment systems.
2. DRS provides dynamic resource scheduling and intelligent appointments for all works in responsive, cyclical / compliance, and void / empty homes repairs related functions. There are 110 current licences held by Council staff.
3. Job Manager is a mobile working solution that facilitates real-time information exchange between office-based teams and the Direct Labour Organisation (DLO) operatives. It supports the end-to-end management of appointments and repair activities, allowing office staff to monitor progress through to completion.
4. The system also enables operatives to record labour hours, material usage, and miscellaneous costs, while capturing images, signatures, and form data directly from the field. Additionally, Job Manager includes built-in functionality to support compliance with mandatory responsibilities, such as daily vehicle checks and on-site risk assessments. H&F currently holds 25 active licences, with an additional nine licences to be deployed from July 2025 as part of the Fire Safety Works project, expanding usage to the Fire Safety team.

Reasons for Decision

5. *Interim Contract Justification.*
This contract is required as an interim solution to ensure continuity of service prior to the mobilisation of the Repairs 2027 procurement. It addresses the immediate operational needs while the long-term procurement process is being finalised and implemented.

6. *Workforce Management Alignment.* H&F will review the workforce management systems in parallel with the Repairs 2027 procurement, which is expected to be mobilised by April 2027. This review is necessary to ensure alignment between operational delivery and the long-term strategic direction of the Repairs 2027 programme.

Contract Specifications Summary

7. The contracted software solution must meet the following specifications to support the continued delivery of high-quality, efficient repairs services across H&F, its contractors, and the DLO:
8. *Real-Time Resource Management.* The system must provide a robust resource management tool capable of managing H&F repairs contractors, subcontractors, and DLO operatives in real-time as the working day progresses.
9. *Intelligent Work Allocation.* The software must determine the allocation of repair work to contractors or the DLO based on a combination of key factors, including geographic location, contract parameters, and agency responsibilities.
10. *Route Optimisation.* The system must optimise operatives' travel routes to reduce cost and travel time, improving efficiency and enabling a higher number of completed repairs per day.
11. *Integrated Scheduling and Planning.* The software must support the management of appointed, responsive, and urgent repairs, allowing H&F staff and contractors to develop integrated plans and schedules for service delivery.
12. *Customer Service Alignment.* The system must help meet tenant expectations for repair delivery times and support H&F's service level commitments, contributing to improved resident satisfaction.
13. *Tenant Communications.* The software must support automated SMS notifications to keep tenants informed about the status of their repair appointments.
14. *Responsive Repairs Integration with NEC Housing.* H&F staff must be able to raise responsive repair orders via NEC Housing, with integrated access to NEC Repair Finder for fault diagnosis. The diagnostic function must accurately identify and assign the appropriate schedule(s) of rate to each job.
15. *System Integration.* Seamless integration with NEC Housing and contractors' back-office systems is essential to ensure continuity of data and service coordination.
16. *Environment Provisioning.* The supplier must provide both live and test server environments to support implementation, training, and system updates.

17. *Support and Security Services.* The solution must include comprehensive security measures, ongoing software support, version upgrades, quality assurance, performance testing, and user training.

Procurement Route Analysis of Options

18. Dynamic Resource Scheduler (DRS) and Job Manager—that are tailored to the specific operational needs of H&F, its repairs contractors, and the DLO. The software is embedded within H&F's service delivery, and integration with contractors' back-office systems and NEC Housing has already been successfully established. There is a need to retain the provision within the context of the current solution, as it remains a critical part of H&F's repairs operations.
19. The recommended option is to re-procure the software through a direct award call-off, ensuring continuity of service and minimising procurement overheads. It is essential that the new contract term has sufficient flexibility to ensure that, should the Repairs 2027 procurement outcome determine that DRS and/or Job Manager are no longer required, H&F can exit the contract without incurring penalties or unnecessary costs.
20. Option 1: *Not recommended*

Framework	G-Cloud 14 Framework Agreement, Lot 2. G-Cloud is a Crown Commercial Service (CCS) framework designed for the procurement of cloud-based services, including software, hosting, and support.
Advantages:	<ul style="list-style-type: none">• Streamlined, compliant procurement process.• Suitable for SaaS (Software as a Service) solutions.• Pre-vetted suppliers reduce procurement time.• Primarily designed for off-the-shelf, cloud-hosted solutions.
Disadvantages:	<ul style="list-style-type: none">• Limited scope for services that require integration, bespoke development, or operational support.• G-Cloud restrictions on contract term; a maximum 36-month contract with an optional extension period of 12 month, no flexibility to exit early. This lack of flexibility poses a risk if H&F no longer requires these systems following the outcome of the Repairs 2027 procurement process.• Services which are available cannot be deviated from and are the only services available from the supplier.

21. Option 2: *Recommended*

Framework	CCS VAS Framework, Lot 3. The CCS VAS Framework (RM6259) supports procurement of sector-specific software, including housing management and workforce management systems, with
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	optional services like implementation, support, and integration.
Advantages:	<ul style="list-style-type: none"> • Designed for complex, sector-specific applications such as housing and repairs systems. • Enables direct award and call-off, expediting procurement timelines. • The framework allows flexible call-off lengths; no restrictions to contract term, including the ability to terminate early at any time subject to a 3 month notice period, which aligns with the potential changes anticipated in Repairs 2027. • It enables procurement of the exact software required, tailored to H&F's current operational needs, through the ability to issue a request for information based on specific service requirements. • Allows flexible commercial arrangements including support, training, and ongoing development. • Compliant with public sector procurement regulations.
Disadvantages:	<ul style="list-style-type: none"> • Requires clarity on specifications and evaluation criteria at point of award. • Slightly fewer suppliers compared to broader frameworks like G-Cloud.

22. Option 3: *Not recommended*

Open or Competitive Flexible Tender	Competitive Tendering (Open or Competitive Flexible Procedure). A full tendering process open to the market, allowing any supplier to bid or a select few based on prequalification.
Advantages:	<ul style="list-style-type: none"> • Broadest market reach; encourages innovation and competition. • Useful for bespoke or novel requirements not covered by existing frameworks.
Disadvantages:	<ul style="list-style-type: none"> • Significantly longer procurement timelines, which H&F doesn't have. • Higher internal resource burden for tender drafting, evaluation, and contract award. • May result in inconsistent supplier quality due to wider market reach. • Risk of legal challenge if not run with strict adherence to procurement rules.

23. *Conclusion.*

The CCS VAS Framework is the preferred route as it strikes the optimal balance between speed, compliance, sector relevance, and supplier readiness. It enables the Council to procure a solution that aligns with its operational needs (integration with existing systems) and strategic planning (the Repairs 2027 procurement) while avoiding the limitations of G-Cloud and the resource-intensive nature of competitive tendering.

Market Analysis and Engagement

24. Market engagement was not undertaken for this requirement.

Conflicts of Interest

25. All officers and decision makers, including elected members (where appropriate), have been required to complete a Conflict of Interest Declaration form to record any actual, potential, and/or perceived conflicts, along with appropriate mitigations (as appropriate), on the Conflicts Assessment.
26. Approval of, by way of signing, this Procurement Strategy by Executive Director of Finance and Corporate Services constitutes their declaration that they do not have any actual, potential, and/or perceived conflicts, relevant to this procurement, except where a specific Conflict of Interest Declaration form has been completed and provided, advising differently.
27. The Conflicts Assessment will be kept under review and updated throughout the life of the project (from project inception to contract termination).

Local Economy and Social/Added Value

28. There is a requirement of suppliers awarded onto the CCS VAS framework to deliver social value. As part of the direct award call-off, the Council will agree specific social value outcomes with the successful Supplier to be delivered during the term of the contract, which will form part of performance monitoring activity. Social value will be achieved through collaboration and adoption of innovative approaches to repairs service delivery and support to our residents.

Lot Considerations

29. Not applicable

People Based Considerations

30. Not applicable.

Risk Assessment and Proposed Mitigations

31. *Disruption to Responsive Repairs Service*
- Risk: Without this supplier, the Council would lose access to the DRS and Job Manager systems, leading to a breakdown in the digital management of responsive repairs. Repairs would need to be logged and managed manually via paper-based processes.
 - Impact: This would result in significant operational inefficiencies, delays in service delivery, and increased risk of service failure or non-compliance.
 - Mitigation: Proceed with the recommended supplier through a direct award under the CCS VAS framework to ensure continuity and system stability.

32. *Increased Operational Risk and Reputational Damage*

- Risk: A failure in the repairs management system could lead to missed or delayed appointments, dissatisfied residents, and potential breaches of statutory duties.
- Impact: Reputational damage to the Council and an increase in complaints, with potential regulatory consequences.
- Mitigation: Maintain service continuity by securing a supplier with proven performance and integration capabilities.

33. *Complexity and Delays in Alternative Procurement*

- Risk: Initiating a new, open procurement or selecting a different supplier would introduce significant complexity and potential delays in mobilising a replacement system.
- Impact: Operational downtime and increased transition costs, with no guarantee of successful implementation.
- Mitigation: Use an existing, compliant framework (CCS VAS) that allows for a direct award, streamlining the procurement and reducing risk exposure.

34. *Strategic Importance and Procurement Value*

- Risk: Given the strategic importance of the repairs service and the contract value (329,902.46), failure to secure a reliable supplier could compromise a critical front-line service.
- Impact: Financial and service delivery risks that could affect broader housing operations.
- Mitigation: Leverage the flexibility of the CCS VAS framework, which allows for request for information against statement of requirements as part of a direct award call-off, with appropriate contract terms.

Contract Duration Considerations

35. The proposed contract will run for an initial term of two years, with the option to extend by a further period of one year. This provides H&F with a maximum contract duration of 36 months, allowing for both operational stability and the flexibility to adapt to future changes, including outcomes from the Repairs 2027 procurement strategy.

Timetable

36. Please include an estimated timetable of the competition process through to contract commencing.

Action	Date
1. Key Decision Entry (Strategy)	5 June 2025 (28 days since the entry is published)
2. Key Decision Entry (Award)	16 June 2025 (28 days since the entry is published)
3. Contracts Assurance Board (Strategy)	02 July 2025

Action	Date
4. Cabinet Member off (Strategy)	04 July 2025
5. Initiate call-off; direct award procedure inc. evaluation	11 July 2025
6. Award Recommendation Report	14 July 2025
7. CAB (Award)	18 July 2025
8. Cabinet Member (Award)	19 July
9. Notify successful supplier	21 July 2025
10. Contract Engrossment	July 2025
11. Publish Contract Detail Notice	28 July 2025
12. Contract Commencement Date	22 July 2025

For project management tools you may use the H&F templates available at:
<https://officesharedservice.sharepoint.com/sites/Project2/docs/Forms/AllItems.aspx>

Selection and Award Criteria

37. The criteria and weightings set out in the table below, will form the evaluation methodology of the direct award process, in accordance with Schedule 7, Annex A of the conditions of the CCS VAS Framework:

Criteria	Relative weighting percentage
Price (life cycle costs, cost effectiveness & price; price and running costs)	Price (30%)
Technical merit: coverage, network capacity and performance as specified in relevant service levels	Technical Merit (20%)
Help desk, account management function and assurance of supply of a range of devices and good value accessories	Help Desk and Support Services (15%)
Environmental characteristics	Environmental Characteristics (5%)
Quality (including delivery time, sales service, good value, accessories, service fitness for purpose, social value)	Quality (30%)

Contract Management

38. Services must be delivered in line with the agreed service specification and support the Council's commitment to efficient, responsive housing repairs. A supplier must ensure system availability, reliability, and timely support to minimise operational disruptions.

39. *Key Performance Indicators (KPIs)*

The contract will include a set of clear, measurable KPIs to monitor successful delivery, including but not limited to:

- System Uptime: Minimum 99.5% uptime target.
- Availability: 24/7
- Incident Response Times: Resolution of critical issues within 4 hours; standard issues within 24 hours.
- User Support Satisfaction: Minimum 90% satisfaction rate from users.
- Data Accuracy: data must be transferred in real-time and accurate syncing with NEC Housing and contractor back-office systems.
- Integration: Any interruption to the service must be resolved within 4 hours.

40. *KPI-Linked Payments*

Where appropriate, a portion of the contract payments may be linked to KPI achievement to incentivise performance. Failure to meet critical KPIs could trigger service credits or penalties, subject to contract terms.

41. *Contract Relationship Management*

Post-award, the contract will be managed by the Service Manager (Business Development Team), who will act as the main liaison with a supplier. This individual will be responsible for overseeing day-to-day performance, issue resolution, and change requests.

42. *Performance Review and Monitoring*

Contract performance will be reviewed monthly through formal contract management meetings and led by a supplier Account Manager. These reviews will assess delivery against KPIs, system usage, issue logs, user feedback, and any contract variations.

Equality and Inclusion Implications

43. As part of this procurement, H&F is committed to ensuring that equity, diversity, and inclusion are fully embedded into the delivery and ongoing use of the software solution. The following key issues must be considered:

44. *Accessibility for All Users.* The software must be accessible to all staff, including Disabled staff, in line with the Web Content Accessibility Guidelines (WCAG) 2.1. Interfaces must be compatible with screen readers and other assistive technologies, and support clear, user-friendly navigation.

45. *Inclusive Customer Communication.* A relevant amount of Communication tools, such as SMS, must be designed to reach a wide range of tenants, including those with language barriers, visual or hearing impairments, or limited digital access. Consideration should be given to the following SMS alerts:

- Appointment confirmation,
- Appointment reminder,
- On route,
- Confirmation of appointment cancellation
- Confirmation of changes to appointment date/time.

46. *Staff Training on Inclusive Use.* Training provided by the supplier must include modules on inclusive service delivery, ensuring that staff are equipped to use the system in ways that support residents with protected characteristics under the Equality Act 2010 and those who require additional support .
47. *Data Monitoring and Reporting.* The software must support the collection and reporting of equalities data where appropriate (e.g. repair types requested by different demographics), helping the Council to identify and address any disparities in service delivery.
48. *Compliance with H&F Equality Objectives.* The procurement and implementation must align with H&F's Equality (EDI) objectives, helping to advance fair outcomes and prevent discrimination in access to housing services.

Verified by Strategic Lead for EDI, Yvonne Okiyo, 18th June 2025

Risk Management Implications

49. There are no additional risks beyond those covered above

Jules Binney, Risk and Assurance Manager, 24th June 2025

Climate and Ecological Emergency Implications

50. The system supports the Council's wider commitment to tackling the climate and ecological emergency in the following ways:
51. *Optimised Travel and Route Planning.* The software leverages intelligent scheduling algorithms to optimise operatives' travel routes. Increased route efficiency allows more repairs to be completed per day using the same or fewer resources, reducing the environmental impact of service delivery.
52. *Reduced Missed Appointments and Unnecessary Journeys.* The use of SMS for appointment confirmations, reminders, and live updates (e.g. 'on route' notifications and real-time cancellations) significantly lowers the incidence of missed appointments. This decreases the need for repeat visits, leading to a tangible reduction in unnecessary travel and associated carbon emissions.
53. *Lower Vehicle Emissions.* By minimising both the number and length of trips required for repair jobs, the system helps reduce total vehicle mileage and exhaust emissions, directly supporting air quality improvement and carbon reduction targets.
54. *Efficient Resource Use.* More efficient use of personnel and transport contributes to lower energy use per repair. Over time, this supports long-term reductions in the operational carbon footprint of housing and repair services.

55. The implications are outlined in the Climate implications toolkit in Appendix 1.

Ben Kennedy, Senior Service Manager (Transport & Climate Change), 20 June 2025

Local Economy and Social Value Implications

56. The Social Value element of this contract will be subject to the conditions laid out in the framework in the first instance.

57. This report indicates that Social Value formed part of the evaluation criteria for the chosen framework.

58. It is recommended that the commissioner and Social Value Officer will work with the chosen supplier, upon contract commencement, to finalise their commitments to ensure they are supported by a delivery plan and aligned to the priorities of the borough.

59. It is recommended that the commissioner works closely with Legal Services to ensure any social value commitments are reflected in the contract, so that the council can enforce its right to remedies if social value commitments are not delivered.

Harry Buck, Social Value Officer (Procurement), 23rd June 2025

Digital Services and Information Management Implications

60. This contract is required to ensure business continuity. The system interfaces with NEC Housing, which is also a business critical application for the council. As such it is important to ensure the appropriate governance and safeguards are in place for this contract. The report mentions functions suggesting AI capability. The service should engage with DS prior to enabling any generative AI functionality, to ensure compliance with corporate AI strategy, governance, security, and privacy requirements. The AI Governance Framework form must be completed for any enhancements to existing solutions, as well all new projects and contracts deploying AI capabilities. If colleagues are unsure as to whether a function falls within the AI framework, they should discuss with DS.

61. Advanced Business Software and Solutions Limited will be expected to have a Data Protection policy in place and staff will be expected to have received Data Protection training.

62. If not already complete, the service will need to complete a Data Privacy Impact Assessment and the supplier will need to complete a (Cloud) Supplier Security Questionnaire.

63. The contract with the supplier will need to be updated to ensure inclusion of:

- o H&F's data protection and processing schedule. This is compliant with the UK Data Protection law.
- o H&Fs approved (and recently updated) cyber security clauses which must be incorporated into all new and renewed contracts regardless of value, or framework. Legal advice should be sought on how to incorporate the cyber security clauses into agreements which do not use our H&F contract templates.

Implications by: Cinar Altun, Strategy Lead – Digital Services, 24 June 2025

LIST OF APPENDICES

Appendix 1 – Climate implications toolkit