

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Cabinet

Date: 10/11/2025

Subject: Procurement Strategy for Housing Repairs 2027

Report of: Councillor Frances Umeh, Cabinet Member for Housing and Homelessness

Report author: Dorothy Sturzaker, Programme Manager

Responsible Director: Sukvinder Kalsi, Executive Director of Finance and Corporate Services

SUMMARY

This decision report seeks approval for London Borough of Hammersmith and Fulham Council (the “Council”) to procure Borough-wide responsive repairs contracts for the Housing service, to commence on Monday, 2 August 2027. These contracts will cover the term-service responsibility for repairs contracts.

The objectives of this procurement are to continue the recovery of the repairs service for day-to-day repairs, void works, emergencies and communal areas. It will also include the procurement of specialist contractors for damp and mould, and the general maintenance of windows, drainage, doors and roofs. This will continue to improve our residents’ customer journey. The Strategy will also offer long term stability to our repairs supply chain over several years.

RECOMMENDATIONS

1. To note that Appendix 1 is not for publication on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
 2. Approve the procurement strategy to undertake a procurement exercise, using the competitive flexible procedure for a borough-wide responsive repairs service, in compliance with the requirements of the Procurement Act 2023, Procurement Regulations 2024, and the Council’s own Contract Standing Orders (CSOs).
 3. Approve that the Executive Director of Finance and Corporate Services, in consultation with the Assistant Director of Legal Services and the Assistant Director of Repairs be authorised to enter into agreements as necessary to bring the decisions in this procurement strategy into effect.
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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	This procurement exercise will include social value (which the Council brands as Added value) as part of the procurement weighting. "Building shared prosperity" is a recognised measure of the Council's "themes, outcomes, and measures" for social value. Inclusion in the procurement will ensure that building shared prosperity remains in focus for the new suppliers mobilised as part of this contract.
Creating a compassionate council	<p>The Council is obliged to ensure homes are kept in a good standard of repair, so residents can live in safe, warm environments. Overdue repairs negatively impact our tenants.</p> <p>This procurement is going to place a critical emphasis on the bespoke needs of H&F's residents. Potential suppliers will be required to deliver a repairs service embodying customer care principles such as empathy, respect and responsiveness. This approach will ensure that H&F is a caring and compassionate local authority that takes a customer-driven approach to delivery.</p>
Doing things with local residents, not to them	The contract will stipulate high standards of resident communication throughout the works process.
Being ruthlessly financially efficient	The proposed competitive procurement route will stimulate cost competition and enable the Council to secure value for money.
Taking pride in H&F	It is important that the Council provides tenants with homes to be proud of. The recommendations are designed to improve the responsive housing repairs service to secure a service which achieves this aim.
Rising to the challenge of the climate and ecological emergency	The Environment Team is being consulted to ensure that minimum Council standards are included in the contract specification. Also, at procurement stage, potential suppliers will be invited to include their plans for reductions in

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	<p>carbon emissions associated with their provision of the services as part of the added value offer, and the use of recycled and environmentally sustainable materials.</p> <p>All works specified will incorporate the latest Building Regulation requirements. Products specified will be of low energy use and sourced from sustainable resources.</p>

Financial Impact

This report is not intended to approve budgets but is seeking approval of the procurement strategy via a competitive tendering process. A further report will be required to approve the appointment of a contractor and to set out the detailed financial implications.

The costs of the procurement are expected to be funded from approved revenue and capital budgets. Finance officers will work closely with the Housing service to ensure that this procurement is affordable to the Housing Revenue Account business plan.

Danny Rochford, Head of Finance (Housing), 13 June 2025

Verified by James Newman, AD Finance, 18 July 2025

Legal Implications

The Council has an obligation to keep its stock in repair and to undertake the necessary work on voids to enable them to be relet as soon as possible. These are part of the Council's duties as a landlord under the Landlord and Tenant Act 1985 and as a local housing authority under the Housing Act 1985.

The value of the proposed contracts means that the Procurement Act 2023 will apply. The contract therefore needs to be advertised and competitively tendered in accordance with the requirements of the legislation. The proposed procurement process is the competitive flexible procedure. This allows the Council to determine its own procurement process subject to the overriding requirements of fairness and equal treatment. It allows for the number of participating suppliers to be limited. It also allows bids to be refined through a process of dialogue and negotiation. Bearing in mind the size and complexity of these contracts, this is an appropriate and proportionate approach to the procurement.

The Council must have regard to the National Procurement Policy Statement setting out the Government's strategic priorities for procurement.

The Council is obliged to set and publish at least three Key Performance Indicators (KPIs) for the contract. A KPI is defined as a factor or measure against which a supplier's performance can be assessed during the lifecycle of the contract. The KPIs will be set by the Executive Director of Finance and Corporate Services in accordance with recommendation 2.

This will be a high value contract for the purposes of the Council's CSOs. The use of the competitive flexible procedure is a compliant method of procurement for a contract of this value. The requirements of the CSOs will therefore be met.

This is a key decision under the Council's Constitution and needs to be included on the key decision list on the Council's website.

John Sharland, Special Projects Lawyer, 22nd April 2025

Procurement Comments

The procuring officer must continue to work with the Procurement team to ensure the procurement process is undertaken compliantly and in accordance with the Procurement Act 2023, Procurement Regulations 2024, and the Council's own CSOs.

The Procurement and Commercial team have requested Conflict of Interest Declaration Forms from anyone involved in, and/or with influence over any decision making regarding the procurement process.

The procurement project must be set up on and undertaken using the capitalEsourcing eProcurement portal, and all associated details and documents must be attached to the project.

Chris Everett, Category Lead – Procurement and Commercial, 1st May 2025

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Background

1. The Council's repairs service has 2 large dedicated general repairs contracts and its own Direct Labour Organisation (DLO) that deal with the maintenance and void works for its social housing properties.
2. The Council has circa 17,000 housing properties, covering a wide range of architectural types, which includes leaseholders and tenants. As a Social Landlord it is responsible for internal repairs to tenanted properties and communal and external repairs for leaseholders and tenants.
3. The Social Housing sector also has several key legislative requirements and the Council needs to ensure that it has arrangements in place to meet them. These are detailed below:
 - a. Social Housing (Regulation) Act 2023 including "Awaab's law" requiring damp and mould defects and other emergency hazards to be remedied within strict timescales
 - b. Revised Consumer Standards
 - c. Levelling-up and Regeneration Act 2023
 - d. Strengthening of Ombudsman Powers
 - e. Social Housing Repair Timescales
4. In August 2020, following a competitive tendering process three contracts for repairs and maintenance, disrepair, and voids were awarded for the North, Central, and South areas to three separate contractors. Of these contracts, only the South area contract, awarded to Mears Ltd. (Mears), is still in operation. In September 2024 a three-year contract was awarded to Wates Property Services Ltd. (Wates) for repairs & maintenance, disrepair, and voids in the North and the Central areas of the Borough. The new service for these areas was mobilised in October 2024.
5. The contract with Wates has built on other initiatives to stabilise and improve the repairs service. In 2023, several interim contractors were procured to target complex repairs, general building works, and capital disrepair. The supply chain has also been enhanced with the mobilisation alongside these interim contracts of smaller repairs contractors focusing on specific trades, such as plumbing, electrical, and damp and mould cases.
6. The contract with Mears continues to be closely monitored through new client management processes, which have resulted in performance against the Council's KPIs improving.
7. The Council has also increased its DLO capacity, including the direct management of the White City estates and sheltered accommodation.
8. The expansion of day-to-day repairs and specialist repairs capacity has improved first time repairs fixes, and improved customer satisfaction. This will continue to be monitored closely.

9. The long-term improvement of the service is now dependent on the procurement of new contracts by Monday, 4th January 2027, ready for mobilisation and demobilisation by Monday, 2nd August 2027. A key objective of the implementation of the strategy is to ensure that there is sufficient time to mobilise new contractors. The procurement timetable set out in this procurement strategy provides for an extended mobilisation period.

Reasons for Decision

10. To continue the recovery of responsive repairs, void works, disrepair and damp and mould, as well as improvements to the customer journey for our residents'. This will also offer long term stability to the Council's repairs supply chain over a period of 6 years.
11. To control the costs of the service through commercially astute applications of contracts and negotiated agreements with contractors in line with procurement regulations.
12. To build upon improvements in performance achieved to date within the Repairs Service and enhance the resilience of repairs delivery through a refined lotting structure and pricing mechanism.

Contract Specifications Summary

13. The successful supplier will cover the services currently being delivered through the current term contracts, augmented by additional planned preventative maintenance activities. In summary these comprise:
 - a. Emergency callouts and repairs
 - b. Day to day repairs to internal properties
 - c. Communal repairs (excluding Mechanical and Electrical)
 - d. Community Hall Repairs
 - e. Planned preventative maintenance and ad hoc 'lifecycle' renewals (i.e., excluding major works included in the capital programme) for:
 - i. Gutter clearance
 - ii. Drainage works
 - iii. Kitchen replacements
 - iv. Bathroom replacements
 - v. Window replacements
 - vi. Roofing renewals
 - vii. Damp and mould improvement work
 - viii. Decorating; and
 - ix. Energy Performance Certificate (EPC) surveys (during a repair and/or void works).
 - f. Voids
 - g. Disrepair
 - h. Damp and mould
 - i. Specialist ventilation
 - j. Scaffolding; and
 - k. Roofing.

14. The existing delivery models use a number of different forms of contracts and price models that have evolved over the last five years. These are detailed below:
 - a. Mears – Joint Contract Tribunal (JCT) 2016 Measured Term Contract with a Price Per Property and Price Per Void
 - b. Wates – National Housing Federation (NHF) 2008 revision 11 with NHF schedule of rates, bespoke rates and preliminaries, overheads and profit paid separately on a one twelfth basis
 - c. DLO – operates on salaries, materials and plant cost basis.

The new contracts will utilise pre priced NHF schedule of rates and a number of bespoke items. Suppliers will tender percentage adjustments to deliver the works and service which, will be inclusive of its profit and overheads for managing the contract.

The JCT 2024 measured term contract will be used with the Council's amendments. Percentage tender adjustments will be for individual trades which allows suppliers to tender accurately on a sustainable basis rather than based on historical repair volumes that are subject to fluctuation and changes in demands.

Procurement Route Analysis of Options

15. The supplies, services, and/or works being procured have been identified as falling within the scope of Common Procurement Vocabulary (CPV) codes 45000000 – Construction Work, and 50000000 – Repair and Maintenance Services. The value of the contract is contained in Exempt Appendix 1 and included any options to extend. This means the procurement falls within scope of the Procurement Act 2023, Procurement Regulations 2024, and the Councils CSOs, as applicable.
16. **Option 1: Do nothing (business as usual) – Not recommended**
The Council has a legal obligation to ensure it has compliant arrangements in place to deliver these supplies, services, and/or works. Therefore, doing nothing has been precluded as an option.
17. **Option 2: Deliver the supplies, services, and/or works in-house (make/buy decision) – Part recommended**
It is proposed that Lot 1: Responsive Repairs to Internal Properties, will be delivered by the DLO inclusive of Sheltered Housing Units and Hostels across the Borough. This would mean that recognised Council employees deliver this workstream to focus on local knowledge and good performance. Performance will be measured both operationally and financially and this will be considered for any future expansion, if it is sustainable. To ensure that the cost of works carried out by the DLO can be recovered, it will cease to carry out communal works and current operatives will be re-assigned to internal repairs in Lot 1. By making procured external contractors who have been through a full S20 consultation process responsible for communal works, the costs can be recovered via the service charge.

It should be noted that bringing all the Lots in-house poses a significant risk to the Council, but delivering 1 Lot also allows the Council to benchmark external suppliers on price and performance.

18. **Option 3: Undertake a full regulated procurement process, advertised to the market – Recommended**

A fully regulated competitive procurement process, using the competitive flexible procedure, has been identified as providing the most appropriate route to market in ensuring ruthless, financial efficiency, and enabling the Council to deliver the highest quality service to its tenants and residents. This route has been subject to consideration by the market during Preliminary Market Engagement (PME), and was identified as the most appropriate route, enabling the Council to develop an approach which can incorporate negotiation and/or dialogue, which suppliers would welcome. For these reasons, this option is recommended.

19. **Option 4: Procure using a compliant framework, Dynamic Purchasing System (DPS) or Dynamic Market – Not recommended**

The Council previously used a compliant framework agreement to establish an interim call-off contract, providing the necessary time to prepare and procure a bespoke contract for these supplies, services, and/or works. Whilst the call-off contract is working well, it is understood the scope of the requirement would benefit from a tailored contract and service which use of a framework does not enable. Therefore, this option is not recommended.

Market Analysis and Engagement

20. A PME exercise was undertaken to inform this procurement strategy. It was based on a survey of current repairs suppliers to gain an understanding of the issues that are impacting performance and review any lessons learned. Distortion of competition during PME activities was avoided through publishing the opportunity to take part in market engagement activities on the Central Digital Platform (CDP) (Find A Tender Service (FTS)). The reference number for the Notice is 2025/S 000-011856. The FTS PME Notice identifier is 2025/S 000-011856. The FTS Procurement Identifier is ocds-h6vhtk-04ec7d. In total, 13 responses were received. A further 15 suppliers declined to respond because the timing was not right for them, and they were focusing on the other contracts at the current time.
21. In addition, five Small and Medium Sized Enterprises (SMEs) responded as a result of working with business engagement colleagues in the Economic Development team. Further liaison work, to encourage SMEs to take part in the procurement process, will take place before the Tender Notice is published in December 2025.
22. The feedback received from the PME has informed the Strategy as follows:
- a. **Procurement Route** – Several suppliers believed that dialogue as part of the tender process was an essential element. The Competitive Flexible route allows for dialogue and forms one of the recommendations of this procurement strategy.

- b. **Lotting Structure** – The market confirmed that the lotting structure proposed by this strategy is acceptable, including specialist lots for complex repairs, disrepair, damp and mould, and pre-planned maintenance for windows, drainage, and roofing.
 - c. **Recovery of Contractor's Investment** – A contract duration of 6 years, in the format 3 + 2 +1, has been proposed, which will allow suppliers to recover their investment by including extensions for suppliers who are performing well.
 - d. **Accurate Service Costs**
 - i. Suppliers asked for different scenarios to be provided for different types of works as part of the procurement document suite so that they can accurately forecast their contract prices. It is intended to provide scenarios for complex repairs, damp, and mould.
 - ii. The Council will provide a basket of rates for the pricing of kitchens and bathrooms as requested by suppliers.
 - e. **Encouraging SMEs to Participate in the Procurement Process** – This will be achieved through the lotting structure, which includes specialist contracts more attractive to smaller contracts.
23. 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.
24. Approval of, by way of signing, this Procurement Strategy by the elected member 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.
25. 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

26. The social housing maintenance market is well developed both regionally and within London. There are multiple Tier 1 suppliers, and several have turnovers above £50m. These large suppliers tend to deliver services and works by a combination of directly employed operatives and extensive supply chains (Tier 2 contractors). The SME social housing maintenance market is also well developed with many of these suppliers within the London area.
27. Historically, the Council has tended to package all work streams into large contracts which by their value and size excludes many SMEs.
28. The lotting structure of this procurement is aimed at providing greater opportunities to SMEs whilst balancing the Council operational requirements for effective delivery. The introduction of smaller specialised contracts will not only provide the Council with more capacity but will also attract a mixed market of both large and SME suppliers.

29. 10% of the quality weighting will be focused on social value. Throughout the procurement process the Council will actively engage the H&F social value team to ensure that community benefits are maximised. This approach supports local suppliers, fosters job creation and skills development among residents, promotes inclusivity by involving community members in decision making, and commits to environmental sustainability. By social value considerations, the Council aims to, inclusive, and environmentally conscious community.
30. In alignment with the Council's social value priorities, the strategy focuses on:
- Inclusive Smart Economy** – Supporting local businesses, enhancing skills, and increasing employment and apprenticeship opportunities.
 - Happier, kinder H&F** – Promoting health and wellbeing, co-production, and equalities.
 - Climate and Ecological Emergency** – Achieving net carbon neutrality and sustainability.
31. By embedding these priorities, the Council will ensure that its procurement activities continue to contribute to the broader goals of shared prosperity, inclusivity, and environmental stewardship.

Lot Considerations

32. The Council is proposing to procure several contracts that cover the various workstream demands within its repair service, to ensure capacity and flexibility across the service. Each contract will back up another contract, reducing the risk of service failure and providing attractive contract opportunities to the market for SME's and larger suppliers. It will also allow our own DLO to deliver internal responsive repairs to ensure there is a mixed approach to delivering repairs.
33. The tables below set out the existing and new proposals to give an overview of the new proposed lotting structure.

Existing Contract Arrangements

Lot No.	Area (Borough)	Incumbent Supplier	Scope
1.	North	Wates Property Services Ltd.	1. Emergencies; 2. Responsive Repairs; 3. Voids; and 4. Component Replacements.
2.	Central		
3.	South	Mears Ltd.	1. Emergencies; 2. Responsive Repairs; 3. Voids; and 4. Component Replacements.

Lot No.	Area (Borough)	Incumbent Supplier	Scope
4.	White City (Located in the North)	DLO	<ol style="list-style-type: none"> 1. Responsive Repairs; 2. Communal Repairs (across the borough); and 3. Sheltered and Hostel Responsive Repairs across the borough.

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Proposed Future Lotting Structure

Lot No.	Area (Borough)	Contract / Service Level Agreement (SLA)	Scope
Repairs and Voids			
1.	North	DLO – SLA Repairs	1. Responsive Repairs to Internal Tenanted Properties.
2.	Central	Contract – Repairs and Voids	1. Emergencies. 2. Responsive Repairs 3. Voids. 4. PPM. 5. Component Replacements; and 6. Communal Repairs. Lot 2 also deliver out of hours, communal repairs, voids and component replacements in Lot 1. The supplier awarded to this Lot will be required to provide back-up to Lots 1 and 3.
3.	South	Contract – Repairs and Voids	1. Emergencies. 2. Responsive Repairs. 3. Voids. 4. PPM. 5. Component Replacements; and 6. Communal Repairs. The supplier awarded to this Lot will be required to provide back-up to Lots 1 and 2.
Specialist Contracts			
4.	North*	Contract – Disrepair and Complex Works	1. Disrepair a. Works resulting from a legal case. 2. Complex Works a. Structural works. b. Refurbishments; and c. Decency works where not part of a major works programme. * Each contract will back up each other and the middle of the
5.	South*	Contract – Disrepair and Complex Works	

Lot No.	Area (Borough)	Contract / Service Level Agreement (SLA)	Scope
			borough will be split 50:50 across both contracts.
6.	North and Central	Contract – Damp and Mould	1. Damp and Mould Treatments. 2. Ventilation (Mechanical and Communal); and 3. Associated Thermal Improvement Works The suppliers awarded to each Lot will provide back-up the other Lot.
7.	South	Contract – Damp and Mould	
Planned Preventative Maintenance (PPM)			
8.	Borough-wide	Contract – Drainage	1. Jetting and De-Scaling. 2. Lining; and 3. Replacements.

34. An SLA with the DLO will be prepared, setting out the arrangements, financial commitments, and performance requirements. For all external contracts, the Council's Legal Services team will prepare a JCT Measured Term Contract with the Council's standard amendments.
35. It is proposed that each Contract will have Consumer Price Index (CPI) built in that will be applied from the first April following the initial anniversary of the Contract.
36. Lots 1, 2 to 3 will include a requirement for contractors to undertake Retrofit works, providing the funding is available to the Housing revenue Account (HRA)". The funding is not guaranteed and will include match funding as provided by the government which could vary to a limit of £10m (£5m grant funding + £5m HRA) per lot.

People Based Considerations

36. The Transfer of Undertakings (Protection of Employment) Regulation 2006 (UKSI 2006/246) (TUPE) is applicable to this contract.

Risk Assessment and Proposed Mitigations

37. Please see the table of the key risks below:

Risk	Proposed Mitigation
<p>1. Busy Market – The Council is currently operating in a “sellers” market as there is a lot of client-demand available. This is resulting in a scarcity of supply.</p>	<p>The Council has used PME to demonstrate to suppliers what it is seeking to achieve from the procurement. It will also be using dialogue with the market (via the procurement exercise) to demonstrate strong commissioning intentions and customer-qualities. The Council has also structured this procurement into several Lots which will provide access to a wider and local market. Through this approach the Council will ensure that it has maximised interest from suppliers and is a desirable customer to work with.</p>
<p>2. Reputation of the Council – The recent findings of the Housing Ombudsman and historic changes to contracts may impact market appetite and the Council’s ability to transfer risk.</p>	<p>The service has stabilised since the Housing Ombudsman findings were published. Lessons have been learnt and will be introduced into the contractual documentation for this procurement. This strategy will include pricing mechanisms that allow potential suppliers to price accurately and transparently so that the Council will only pay for what it orders.</p>
<p>3. Baseline Data – The Council has insufficiently comprehensive and accurate baseline data against which potential suppliers can develop their proposals.</p>	<p>The volume of different types of repairs has been carefully analysed to build a financial model of the proposed commercial model for the contract, to provide an accurate picture of demand for different types of work, including disrepair and complex repairs.</p>
<p>4. Cost Increases – Material and labour costs have increased significantly over the last 18 months.</p>	<p>The Council will configure its procurement to ensure that a wide range of contracting methods are in place to tackle cost pressures. These include (but are not limited to):</p> <ol style="list-style-type: none"> 1. Economies of scale 2. Pragmatism with indexation

Risk	Proposed Mitigation
	3. Avoidance of over-specification/wastage; and 4. The offer of security of business to support supply chain cost development.
5. Risk Adversity within the Market Driving up Prices Offered During the Procurement Process – Suppliers are costing risk to account for volatile price changes, liability risk and the need to ensure contract profitability.	New pricing model will allow potential suppliers to price more accurately, promoting the ethos of sustainable procurement rather than pricing to win.
6. TUPE and Labour Implications Stemming from a Potential Change in Supplier.	The Council will ensure that it engages the right teams within the Council to ensure that they are sighted and proactive in relation to effectively managing the TUPE process.

Contract Duration Considerations

38. The contracts will run for a minimum of 3 years, with the option for 2 further extensions of 2 years and 1 year, subject to good performance, in essence a maximum 6-year contract.
39. This provides attractive packages to the market whilst allowing the Council to benefit from long term social value initiatives from good performing suppliers.

Timetable

40. An estimated timetable of the competition process through to contract commencing, has been included below.

Action	Date
1. Key Decision Entry (Strategy)	Thu, 1 May 2025
2. Contracts Assurance Board (Strategy) and Strategic Leadership Team (SLT)	Wed, 18 Jun 2025
3. Cabinet Member Briefing	Tue, 12 Aug 2025
4. Cabinet Sign-Off (Strategy)	Tue, 11 Nov 2025
5. Tender Notice Published (Go-Live)	Mon, 12 Jan 2026
6. Closing Date for Clarifications	12:00 noon on Fri, 17 Apr 2026

Action	Date
7. Closing Date for Procurement Responses	12:00 noon on Fri, 1 May 2026
8. Evaluation of Procurement Responses	Mon, 1 Jun 2026
9. Moderation of Procurement Responses	Tue, 30 Jun 2026
10. Award Recommendation Report	Wed, 14 Oct 2026
11. Cabinet Member (Award)	Tue, 20 Oct 2026
12. Contracts Assurance Board (Award)	Wed, 21 Oct 2026
13. Key Decision Entry (Award)	Wed, 21 Oct 2026
14. Assessment Summaries	Tue, 17 Nov 2026
15. Contract Award Notice Published	Wed, 9 Dec 2026
16. Standstill Period Ends	Fri, 18 Dec 2026
17. Contract Engrossment	Mon, 28 Dec 2026
18. Contract Detail Notice Published	Mon, 4 Jan 2027
19. Contract Mobilisation and Implementation	Mon, 4 Jan 2027
20. Contract Commencement Date	Mon, 2 Aug 2027

Selection and Award Criteria

41. An evaluation panel will be identified to assess quality and price. The Strategic Project Board for the Procurement will set out the exact evaluation criteria, but it will be broadly based on the following.
42. **Quality** – Will be assessed against responses to several method statements, that will also cover social value requirements. The following evaluation criteria will be used

Criteria	Weighting	
Quality (50%)	Quality	Social Value
	40%	10%
Price (50%)	50%	
Total (100%)	100%	

43. **Price** – The potential supplier with the lowest overall compliant Commercial (Price) Offer will be awarded the full Commercial (Price) Score (50%). All other procurement responses will be scored in accordance with the following calculation:

$$= \left(\frac{\text{Lowest Submitted Commercial (Price) Offer}}{\text{Potential Supplier's Submitted Commercial (Price) Offer}} \right) \times \text{Commercial (Price) Envelope Weighting}$$

44. Potential suppliers will be required to confirm that they have fully understood the NHF measurement rules as part of the procurement process.
45. Each potential supplier's overall combined score for price and quality will be used to identify the preferred supplier, who provided the Most Advantageous Tender (MAT), that being those with the highest overall score(s), being recommended for a contract award.
46. No supplier can be awarded more than one contract, to ensure that the Council has maximum capacity and service continuity within its repairs service.

Contract Management

47. The standard of workmanship and service will be monitored and measured by the Housing Repairs Team. The service will be allocating a quantity surveyor to ensure contractual obligations are met and payments are made in line with those obligations to protect the Council financially.
- Repairs** – An order will be raised based on the resident calling or inspection by a Council officer. Housing Repairs will call a sample (expected to be 10%) of residents once the order has been completed, to ensure satisfaction, and where issues are identified, no payments will be certified until they are resolved.
 - Voids** – All works will be jointly inspected before, during, and on completion of works. Suppliers will be required to provide all relevant documentation and warranties prior to any payments being made for the works.
 - Planned Works** – Scopes of works will be agreed prior to project plans being prepared by the supplier and consulted with residents. Once plans have been agreed, weekly joint inspection visits will be undertaken between the suppliers and Council officers and handed over on completion, prior to payment being made.
 - Disrepair** – Scopes of works will be agreed between legal parties and scheduled. Joint inspections, updates and handovers will be undertaken within the strict protocols for disrepair work.
48. There will be monthly performance meetings in which KPIs will be reviewed. KPIs may include, but not be limited to:
- Emergency attendance within 2 hours
 - Completion of orders to meet the priority codes
 - Resident satisfaction
 - 20% of all day-to-day works will be audited. If snagging is required, the supplier has 3 working days to resolve and evidence

- e. Void turnaround times
 - f. Planned preventative maintenance programmes completed on time; and
 - g. Scaffolding struck within set notice periods.
49. The Council will include set criteria to calculate deductions based on poor performance and these will be included along with the specific deductions set out below:
- a. £50 for each missed appointment paid out to a resident
 - b. Any legal and compensation costs paid by the Council if a disrepair order is not completed within the designated timescale, where this is the fault of the supplier
 - c. Rental loss where a void is not completed on time including the council tax costs; and
 - d. £30 for every failed post-inspection to cover Council costs.
50. Where KPI's are not being met, improvement plans will be required from the supplier and weekly updates provided. Should performance not improve, works will be withdrawn and placed with a back-up contractor and all costs associated with this transfer of work will be the liability of the underperforming supplier.
51. Social Value will be monitored in conjunction with the Social Value Portal (SVP) by the Housing Repairs team and reported on at agreed intervals.

Equality and Inclusion Implications

52. Two key equality and inclusion issues have been identified. Firstly, language barriers may pose significant challenges in the effective delivery of repairs work, potentially impacting communication and service quality for residents with limited English proficiency. The *Supporting Our Residents* project within Housing records residents' spoken languages in the NEC system, enabling multilingual services via surveys, chatbots, and webchats. Translation services, multilingual staff, and AI tools also support communication.
53. Secondly, there is a concern regarding whether the resident representatives involved in the Housing Representatives Forum (HRF) and the Fire, Building Safety and Repairs Working Group (FRAG) adequately reflect the diversity of the wider community, particularly in relation to protected characteristics. The HRF and FRAG include members across a range of protected characteristics, including age (30–80), disability, marital status, race, religion/belief, marriage and civil partnership, pregnancy and maternity groups, and sex (male and female). No members are currently identifying as non-binary or transgender.
54. Full details are provided in the EQIA in Appendix 2.

Verified by Strategic Lead for EDI, Yvonne Okiyo, 2 May 2025.

Risk Management Implications

55. There is an operational risk that the complexity of the programme will impede delivery.
56. It is recommended that the programme is set up with a robust governance structure with clear communications and reporting, defined change controls, agreed escalation routes, and a maintained Risks, Assumptions, Issues, and Dependencies (RAID) log.
57. There is an operational risk and resulting people risk that the service provided may deteriorate during the lifetime of the engagement.
58. This risk must be reduced. It is recommended that prior to any renewal that a formal review is conducted against both KPIs and on site to determine the delivery of a quality service.

Jules Binney, Risk and Assurance Manager, 7th May 2025

Climate and Ecological Emergency Implications

59. The Council specifications will include for climate change reductions by addressing:
 - a. Contractors to provide carbon reduction plans for their companies and supply chains linked to KPI's and annual reviews to measure progress.
 - b. Material selection will be reviewed and include waste reduction, recycling, low energy and water resource saving components that collective will have an overall impact of reducing carbon and natural resources.
 - c. Accreditations as part of compliance checks and ongoing monitoring throughout the life of the contract.
 - d. Sharing good practice between larger and SME companies.
 - e. Auditing and measuring progress.
 - f. Renewable technologies will be included within the contracts where appropriate.
 - g. Contractors will be required to have an electric/ hybrid fleet within 12 months of the start of the contract.

Jim Cunningham, Strategic Lead for Net Zero Housing, 9th May 2025

Local Economy and Social Value Implications

60. In line with the Council's Added Value Policy and Sourcing Strategy, this procurement will dedicate 10% of the quality envelope weighting to Added Value.
61. On award of the contract(s), the commissioner will ensure that the Added Value commitment offered at tender stage is stated as a contractual output.

62. Our standard contracts include clauses which refer to penalties for non-delivery against social value commitments.
63. It is recommended the Social Value Officer and commissioner meet at each stage of this procurement to ensure that the Added Value received is aligned with the 3 categories within the Added Value strategy and the Added Value Matrix (Stronger, Safer, Kinder H&F, and Responding to the Climate Emergency), as outlined in this report.
64. Social Value Portal will be used for evaluating the Added Value element of all tender submissions in compliance with the agreed corporate procurement approach. The commissioner will work closely with the Social Value Officer to ensure commitments are reported regularly on the Social Value Portal by their suppliers.

Harry Buck, Social Value Officer (Procurement), 6th May 2025

Information Management Implications

65. Successful suppliers will require access to the Council's Housing NEC system for processing orders, variations and payments. All works will be issued via the NEC system for transparency and auditability. Dedicated work programmes will be set up on the Housing NEC system and linked to the agreed budgets for each contract. Council officers in the repairs team will provide training to the successful suppliers for the Housing NEC system. Information data sharing between the successful suppliers and the Council will be via the supplier's portals.
66. Suppliers will be expected to have a Data Protection policy in place and staff will be expected to have received Data Protection training. The service will need to complete a Data Privacy Impact Assessment.
67. The contract documents will need to include the Council's data protection and processing schedule. This is compliant with the UK Data Protection law.
68. The Council's approved cyber security clauses 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 the Council's contract templates.

Implications verified by Cinar Altun, Strategy Lead – Digital Services – 18 June 2025

Consultation

69. The repairs service has continued to engage with residents concerning not only the performance of individual suppliers, but also the residents' journey and experience of the service. In January 2025 the Customer Journey map was presented to the Fire, Building Safety, and Repairs Working Group (FRAG).

Following minor revision, it was approved and will continue to form the cornerstone of continuous improvement for the repairs service.

70. A Stage 1 S20 Consultation with Leaseholders concerning this Procurement Strategy will start in October 2025, concluding in mid-November 2025. Another consultation will take place towards the end of 2026, once the preferred supplier has been identified. The results of the consultation will be included in the award report for the contracts included in this strategy. Residents will be consulted through FRAG, the Housing Representatives Forum and TRAs.

LIST OF APPENDICES

Exempt Appendix 1 – Budget and Financial Plan

Appendix 2 – Equalities Impact Assessment (EIA)

Equalities Impact Assessment (EIA)

Protected Characteristic	Details
Age	Council tenants in Hammersmith and Fulham are older than the average population. Data suggests that 28% of Council tenants are aged 65 years and over, compared to approximately 10% of the overall population in the borough being seniors aged 65 and over.
Care leavers	No impacts have been identified that are associated with these protected characteristics.
Disability	<p>Council tenants in Hammersmith and Fulham are more likely to have a disability than the average population. Approximately 32% of Council tenants have a disability, compared to 12.5% of the general population in the borough, however, 50% of residents identify as having a disability or health problem.</p> <p>Older tenants and individuals with disabilities are at a higher risk of adverse outcomes when their homes require repairs. These risks are exacerbated if repairs are not addressed promptly and effectively. The proposals outlined in this procurement strategy have the potential to enhance outcomes for this group by improving the performance of the repair's contracts.</p> <p>The Repairs Client Team and Customer Services Centre have established protocols to prioritise work for vulnerable tenants, including older and disabled individuals. They coordinate with contractors to mitigate risks. Additionally, the KPIs for the service aim to improve contractor responsiveness to communications from the Customer Services Centre, ensuring that vulnerability protocols are followed.</p>
Gender reassignment	No impacts have been identified that are associated with these protected characteristics.
Marriage and Civil Partnership	No impacts have been identified that are associated with these protected characteristics.
Pregnancy and Maternity	Pregnant tenants and tenants with young children face higher risks of negative outcomes when their homes require repairs. If these repairs are not addressed promptly and effectively, the risks increase. The proposals in this procurement strategy aim to enhance outcomes for this group by improving the performance of the Repairs contracts.

Protected Characteristic	Details
	<p>However, repair works can negatively impact pregnant tenants and young families, whether they are directly affected or as neighbours. The Repairs contracts include requirements for resident liaison and tenant experience, which will continue to be closely monitored. Key performance indicators related to resident satisfaction and complaints handling are particularly relevant in this context.</p>
Race	<p>Social housing tenants in Hammersmith & Fulham are generally more ethnically diverse compared to the broader borough population. This strategy aims to enhance outcomes for this group by improving the repairs service.</p> <p>Language barriers can create challenges during repair works. The <i>Supporting Our Residents</i> project identifies the languages spoken by residents and records them in NEC. This allows services—such as surveys, chatbots, and webchats—to be delivered in residents’ native languages. The council also uses translation services, multilingual staff, and AI tools to support communication. The Repairs contracts include requirements for resident liaison and tenant experience, which will continue to be closely monitored. Key performance indicators related to resident satisfaction and complaints handling are particularly important in this context.</p>
Religion and Belief	<p>No impacts have been identified that are associated with these protected characteristics.</p>
Sex	<p>No impacts have been identified that are associated with these protected characteristics.</p>
Sexual orientation	<p>No impacts have been identified that are associated with these protected characteristics.</p>