

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

**Date:** 22 January 2026

**Subject:** Procurement Strategy and Contract Award for Aids and Adaptation Works

**Report author:** Gavin Duncumb, Senior Commercial and Contracts Manager

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

---

## SUMMARY

This Procurement Strategy and Contract Award recommends a contract award to deliver planned aids and adaptation works to ensure our most vulnerable residents can live in their own homes and reduce the pressure on care services.

Using Lot 1a: Minor and Major Adaptations of the National Housing Maintenance Forum (NHMF) Framework Disability Adaptations framework (the “Framework”) to award a contract to the Preferred Supplier for the works element of the contract, identified in appendix 1 (“Preferred Supplier (Works)”) for the Contract Award Value included in appendix 1 (the “Contract Award Value (Works)”). The contract award is intended to support an overarching strategy to improve outcomes from the repairs service, specifically by providing specialist capacity to support on the delivery of aids and adaptation works.

To ensure compliance with the Construction (Design and Management) Regulations 2015 (CDM Regulations) this procurement strategy also recommends a direct award to the Preferred Supplier for the professional services element of the requirement, identified in appendix 1 (“Preferred Supplier (Professional Services)”) for the Contract Award Value included in appendix 1 (the “Contract Award Value (Professional Services)”), who are the top-ranked supplier on Lot 1: Multi-Disciplinary Services of the Hammersmith and Fulham Consultancy Framework (the “H&F Framework”) to act as principal designer at preconstruction and during mobilisation.

This is a value and time limited award to support the effective delivery of aids adaptation works whilst a long-term procurement strategy is implemented.

---

## RECOMMENDATIONS

1. Appendix 1 and Appendix 2 are not for publication on the basis that they contain information relating to the financial or business affairs of any particular person (including the authority holding that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. To approve a contract award to the Preferred Supplier (Works) for the works element of the requirement, for a contract period of 24 months, for the Contract Value (Works) using Lot 1a of the Framework. We aim to incept the contract as soon as allowable.
3. To approve a contract award to the Preferred Supplier (Professional Services) for the professional services element of the requirement to provide principal designer services at preconstruction stage, for the Contract Award Value (Professional Services), using Lot 1 of H&F Framework.

**Wards Affected:** All

<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Corporate Plan and the H&amp;F Values</b>
Building shared prosperity	The Preferred Supplier (Works) and Preferred Supplier (Professional Services) will be required to deliver Social Value equivalent to 20% of the quality assessment. This should have a positive impact on local wellbeing and prosperity.
Creating a compassionate Council	Aids and adaptation work allows residents with mobility impairments to be more independent within their homes by adjusting the internal and external fabric of the structure, e.g., ramps to front entrance doors.
Doing things with local residents, not to them	When there is a need for potential adaptations, an occupational therapist will undertake an assessment and record what reasonable adjustments are required. This will be communicated to the resident and then a survey will be carried out and a plan of works prepared and installed.
Being ruthlessly financially efficient	<p><b>Works</b> The Preferred Supplier (Works) will hold its original Framework rates and not apply Consumer Price Index (CPI) indices rises for the duration of the Contract.</p> <p><b>Professional Services</b> The direct award to the Preferred Supplier (Professional Services) via Lot 1 of the H&amp;F Framework is awarded based on the lowest price supplier on the framework.</p>

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Taking pride in H&F	Aids and adaptation works is about investing in our housing stock whilst recognising that we have an ageing population so that our residents can have homes to be proud of.
Rising to the challenge of the climate and ecological emergency	Works specified will include the latest specifications and current Building Regulations. Where there are opportunities to improve thermal insulation and ventilation for tenant properties scopes of work will include this.

## Financial Impact

Both the cost of works and the cost of professional services for design and contract mobilisation are expected to span financial years 2026/27 and 2027/28.

The cost of adaptations works carried out in Council homes is expected to be funded from existing approved Housing Revenue Account (HRA) capital budgets across 2026/27 to 2027/28.

The cost of specialist adaptations works in private residents' homes will be funded from the Disabled Facilities Grant (DFG), in line with the grant terms and conditions.

The cost of professional services will be funded from a combination of existing approved HRA capital budgets and the DFG.

Further financial details are included in Appendix 2.

*Completed by: Anjeli Chadha, Principal Accountant – Housing Capital, 15<sup>th</sup> December 2025*

*Verified by: James Newman, AD Finance, 14 January 2026*

## Legal Implications

This procurement process was managed and undertaken in accordance with the Procurement Act 2023 (UKPGA 2023/54), and the Procurement Regulations 2024 (UKDSI 2024/9780348259728), as well as the requirements of London Borough of Hammersmith and Fulham Council's (the "Council") Contract Standing Orders (CSOs).

*Joginder Singh Bola, Senior Solicitor (Contracts & Procurement), 2<sup>nd</sup> December 2025*

## **Procurement Comments**

Based on the details provided in this report, CSO 8.1. of the Council's CSOs has been complied with for the professional services contract and CSO 19.4. of the Council's CSOs has been complied with for the works contract.

The Procurement and Commercial team have confirmed all Conflict of Interest and Confidentiality Undertaking Declarations have been completed.

The Framework proposed for use to award the works element of the requirement has been subject to full diligence checks by the Procurement and Commercial team.

A Contract Award Notice must be published for the works element of the requirement to satisfy the requirements of the Public Contracts Regulations 2015 for contracts equal to and over £30,000 (including VAT). This must be completed using the Council's capitalSourcing eProcurement portal.

Both contracts must be added to the capitalSourcing eProcurement portal, to ensure they are published on the Council's Contract Register in line with the legislated transparency obligations, and all applicable legal notices must be published within their legislated deadlines.

A named contract manager must be allocated to the contract on the Council's capitalSourcing eProcurement portal.

*Chris Everett, Category Lead – Procurement and Commercial, 3<sup>rd</sup> December 2025*

---

## **Background Papers Used in Preparing This Report**

None.

---

## **DETAILED ANALYSIS**

### **Background**

1. Currently, aids and adaptation works is delivered by several suppliers on an ad-hoc basis and there is a need to ensure compliance with the relevant procurement legislation (Procurement Act 2023, except where using a framework or Dynamic Purchasing System (DPS) established using the Public Contracts Regulations 2015) and to establish contracts that are aligned with the Council's business objectives and CSOs.
2. The Council has circa 17,000 housing properties, covering a wide range of architectural types, which includes leaseholders and tenants. The Council is responsible for reasonable adjustments to these properties.
3. The Council delivers aids, and adaptation works via two distinct revenue paths as follows:

- a. HRA funds aids and adaptation works within our social housing tenanted homes; and
  - b. Disabled Facilities Grant (DFG), funded by the government, provides the Council with an annual budget to deliver works to eligible private residents within London Borough of Hammersmith and Fulham (LBHF).
4. Circa 23,000 residents state that they have a disability as detailed in the Equality Act based on the General Health and Disability Report Census 2021.
  5. The table below details the historical case load for the Council.

<b>Year</b>	<b>Case Type</b>	<b>Volume of Cases</b>
2019-20	HRA	153
	DFG	190
2020-21	HRA	162
	DFG	157
2021-22	HRA	170
	DFG	195
2022-23	HRA	147
	DFG	147
2023-24	HRA	125
	DFG	115
2024-25	HRA	128
	DFG	114
2025-26*	HRA	41
	DFG	52
<b>Total 2019-26*</b>	<b>HRA</b>	<b>926</b>
	<b>DFG</b>	<b>970</b>

\*as of July 2025.

### **Short Term Solution**

6. The intention is that the Preferred Supplier (Works) will complete an estimated 380 HRA and 160 DFG cases over the duration of this contract. This will be supported and supervised by the Council's Housing Repairs service.
7. The Housing Repairs service will carry out all visits and review historical repair history. Schedules of works will be prepared in accordance with the Void Property Lettable Standard.
8. The Preferred Supplier (Works) will deliver the works required according to the Schedule of Works (SoW) provided by the Housing Repairs service.

9. The Preferred Supplier (Works) has the relevant skillsets, experience, and supply chains to deliver void works, as well as the ability to start within 8 weeks from contract award.
10. This short-term solution will support the progress that has already been made within the Housing Repairs service whilst the longer-term repairs model is procured.

### **Medium to Long Term Solution**

11. A separate procurement strategy is being prepared and will be presented for the medium- and long-term delivery of the services and works.

### **Reasons for Decision**

12. To ensure the Council has compliant contracts in place to deliver aids and adaptation works to our most vulnerable residents so that they can enjoy their homes and reduce the pressure on existing National Health Service (NHS) and care services.

### **Contract Specifications Summary**

13. The table below provides a description of the works and/or services being procured.

<b>Contract</b>	<b>Contract Value</b>	<b>Description of Works and/or Services</b>
Preferred Supplier (Works)	See Appendix 1	<p>This contract will deliver aids and adaptation works for both social housing and private residents which are subject to a DFG.</p> <p>Occupational health referrals will be undertaken to resident's properties, and these contracts will then undertake surveys and prepare a scope of works for approval prior to commencing.</p> <ul style="list-style-type: none"> <li>• Bathroom alterations and wet rooms;</li> <li>• Adaptations to kitchen and adjustable fixtures to enable safe use;</li> <li>• External works such as ramps, handles, and safety equipment;</li> <li>• Mechanical and electrical works including remote alarms;</li> <li>• Responsive repairs;</li> <li>• Adaptations and preparation for more specialist works such as through floor lifts; and</li> <li>• Decoration.</li> </ul>

Contract	Contract Value	Description of Works and/or Services
		The Preferred Supplier (Works) will also act as Principal Designer and construction stage of the contract.
Preferred Supplier (Professional Services)	See Appendix 1	This contract will deliver pre-construction design services during the mobilisation stage in accordance with the CDM.

### **Procurement Route Analysis of Options**

14. The works being procured have been identified as falling within the scope of the main Common Procurement Vocabulary (CPV) codes: 45000000 – Construction work. and the Contract Award Value (Works), assuming that any options to extend will be taken, means the procurement falls within scope of the applicable procurement legislation and the Council’s CSOs.

#### **Option 1: Decommission the service or requirement – Not recommended**

15. This option is not recommended as the Council has a legal obligation to ensure it has compliant arrangements in place to deliver these works and services and procure this requirement.

#### **Option 2: Deliver the supplies, services, and/or works in-house (make/buy decision) – Not recommended**

16. The Council does have a Direct Labour Organisation (DLO). However, consultation will need to be undertaken to change terms and conditions for working out of hours and outside the borough. At this stage the Council will need to review the works for at least 12 months before considering the operational needs to prepare a sustainable business plan, if this is appropriate.

#### **Option 3: Undertake a fully regulated competitive and compliant procurement process, advertised to the market – Not recommended**

17. This is a potential viable option and would obtain competitive bids. However, the procurement pipeline for housing is extensive and would require additional resources for initial compliance checks and assessing bids received. Tendering each piece of work will also place pressure on procurement resources. Therefore, this option is not recommended.

#### **Option 4: Procure using a compliant framework, Dynamic Purchasing System (DPS), or Dynamic Market, either by way of a mini competition or direct award – Recommended**

18. Similar to the full regulated procurement process, advertised to the market, the timescales associated with running a successful mini competition for these works are estimated between 12 and 18 months to complete, which is a not a timeframe we have available to us on this occasion. It is for this reason that a compliant direct award from a suitable and compliant framework is proposed to be the best option for the Council and its tenants.
19. In this instance, the Housing Repairs service urgently requires compliant specialist capacity for aids and adaptation works to ensure it is compliant with CSOs and CDM. The first three options, as well as the mini competition have been precluded as a procurement strategy for the long-term solution is being prepared.
20. The preferred option therefore is to award from a suitable framework. In this case the proposal is to award to the Preferred Supplier using the Framework. This is a compliant procurement route in line with the Council's CSOs, and which adheres to the requirements of the framework provider.
21. The Framework commenced on Tuesday, 23<sup>rd</sup> January 2024 and expires on Monday, 22<sup>nd</sup> January 2028. A Find a Tender contract award notice was published on Friday 9<sup>th</sup> February 2024, Notice identifier: 2024/S 000-004488. The award criteria for the suppliers awarded a place on the framework was based on an evaluation of quality (60%) and price (40%). The Framework enables compliant direct award to the Preferred Supplier.
22. Direct award outside of any framework is not being recommended as it would not meet the requirements of the Council's CSOs or the Procurement Act 2023.

## **Market Analysis and Engagement**

23. Market engagement has not been undertaken for this short-term requirement, due to timeframes, but has been for the longer-term solution which has determined, that dedicated measured term contracts are best suited for this work and will be procured via and approved framework.

## **Conflicts of Interest**

24. 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.
25. Approval of this Procurement Strategy and Contract Award by the Strategic Leadership Team (SLT) member and elected member (as applicable) 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.

26. 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**

- 27. Social value assessments were included within the Framework evaluations and have been considered in assessing suppliers awarded a place on the Framework.
- 28. The Preferred Supplier (Works) will complete a social value matrix return to outline their social value commitments to the Council as part of this contract.

**Lot Considerations**

29. The contract is not being split into lots, as the procurement is proposed to be undertaken using an established, compliant framework, and the appropriate lot has been selected.

**Duty to Consider Small and Medium-sized Enterprises (SMEs) and Voluntary, Community, and Social Enterprises (VCSEs)**

30. The contract awards do not provide further opportunities for SMEs or VCSEs, as it proposed they are awarded using established contracts.

**People Based Considerations**

31. The Transfer of Undertakings (Protection of Employment) Regulation 2006 (UKSI 2006/246) (TUPE) is not applicable to this contract.

**Risk Assessment and Proposed Mitigations**

32. The table below includes the key risks and proposed mitigations identified as being relevant to this requirement.

<b>Identified Risk</b>	<b>Proposed Mitigations</b>
1. Quality of work undertaken is below the required standard	Initially 3 to 4 aids and adaptation trials will be undertaken to ensure the Preferred Supplier understand specifications, occupational health assessments, performance targets, and the operational processes. The Housing Repair’s service will check quality of work during and on completion. A formal handover will be undertaken jointly and the full scope of works measured. No payment will be made until works are completed satisfactorily.

Identified Risk	Proposed Mitigations
2. Volume of work provided to Preferred Supplier (Works) cannot be delivered.	The volume of work given to the Preferred Supplier (Works) is controllable as the contract will include a clause which stipulates that there is no commitment to give them any specific work volume. The level of work the Preferred Supplier (Works) ultimately receives will be determined by the quality of their workmanship and service, up to the Contract Award Value (Works). The volume of work can be controlled so that it does not overwhelm the special management processes put in place to manage this contract.
3. Standard of works delivered reduces over time	The NHMF contract enables the Council to cancel orders subject to payment of the work already undertaken. We intend to do this where necessary.

### Contract Duration Considerations

33. The professional services contract will run for a maximum of 3 (three) months.
34. The works contract will run for a maximum of 24 (twenty-four) months.

### Timetable

35. The table below provides an estimated timetable of the competition process through to contract commencing.

Action	Date
1. Key Decision Entry (Strategy and Award)	Tuesday, 2 December 2025
2. Contracts Assurance Board (Strategy and Award)	Wednesday, 17 December 2025
3. SLT and Cabinet Member Sign off (Strategy and Award)	Thursday, 22 January 2026
4. Contract Start Date (Professional Services)	Monday, 2 March 2026
5. Contract Start Date (Works)	Wednesday, 1 April 2026

**Selection and Award Criteria**

- 36. Selection and award criteria are not applicable to a compliant direct award process using a framework; however, the Preferred Supplier (Works) has been identified, and any contract will be awarded in line with the Framework terms and conditions.
- 37. Price mechanisms are described in the table below.

<b>Contract</b>	<b>Pricing Mechanism</b>
Preferred Supplier Works: See Appendix 1	Framework Schedule of Rates
Preferred Supplier Professional Services: See Appendix 1	Framework Rates

- 38. Indexation using the CPI will not be applicable for the duration of the contract.

**Contract Management**

- 39. The Housing Repairs team will manage this contract with the Operations Manager being the dedicated Contract Manager.
- 40. The standard of workmanship and service will be monitored and measured by the Housing Repairs service. The Preferred Supplier (Works) will be required to provide evidence of works undertaken, including before and after photographs. The Housing Repairs service will be allocating a dedicated supervisor resource to the contract.
- 41. There will be monthly performance meetings in which Key Performance Indicators (KPIs) will be reviewed. KPIs are likely to include, but not be limited to:
  - a. Emergency attendance within 24 hours;
  - b. Completion of orders to meet the priority codes;
  - c. Submission of a completion packs for works orders;
  - d. Resident satisfaction; and
  - e. 10% of all day-to-day works and 100% of all capital project works will be audited. If snagging is required, the Preferred Supplier (Works) has 10 working days to resolve and evidence.
- 42. The Preferred Supplier (Works) will complete a social value matrix return to outline their social value commitments as part of this contract and submit a method statement on how this will be delivered.

## **Equality and Inclusion Implications**

43. Specifications to individual properties will be in line with the Council's standard and have aids and adaptation works completed so that no groups that share protected characteristics are negatively impacted. The additional capacity provided by the Preferred Supplier (Works) ensure that properties that require adaptations are delivered promptly. Equality considerations will be incorporated in contract terms and conditions and monitored as part of the contract monitoring process.
44. An Equality Impact Assessment (EIA) has been undertaken and is included at Appendix 3. The delivery of works detailed within this contract award have a positive impact on residents by ensuring that works address occupational assessments and adapt homes for the individual residents.
45. Specifications of work will be prepared, and specific equality issues will be tailored according to each resident's needs.

*Yvonne Okiyo, Strategic Lead Equity Diversity and Inclusion, 31<sup>st</sup> March 2025*

## **Risk Management Implications**

46. There is an operational risk in extending and expanding the Preferred Supplier's (Works) engagement. This entails a risk of dependency upon the Preferred Supplier (Works) and complacency by the Preferred Supplier (Works) in providing the service. This risk should be reduced. It is advised that the Preferred Supplier (Works) performance engagement is made a key part of the proposed ongoing review cycle. This can be supported by internal customer reviews (including supplier questionnaires) and continuous risk monitoring.
47. There is an operational risk and successive people risk that the Preferred Supplier (Works) does not have the stock, distribution network, or systems to be able to respond to resident demand. This risk must be reduced. The quality of the service, including the responsiveness, customer service and administration must be monitored. This includes ensuring that there is a backup mechanism for engaging with other third-party suppliers for kit storage and distribution.

*Jules Binney, Risk and Assurance Manager, 8<sup>th</sup> August 2025*

## **Climate and Ecological Emergency Implications**

48. The Preferred Supplier (Works) will confirm pre-compliance checks for business continuity and carbon reduction plans.
49. The Hammersmith and Fulham Consultancy Services Framework assessed potential suppliers at both Standard Selection Questionnaire (SQ) and tender stage on the environmental track record, compliance and proposals.

50. The Preferred Supplier (Works) and Preferred Supplier (Professional Services) will be required to have emergency plans which will be reviewed and, if required, updated during monthly progress meetings.
51. Specifications and scopes of works for individual projects will, where funding is available, will include:
  - a. Improved thermal insulation;
  - b. Low energy products and motion sensor lighting;
  - c. Water saving products and installations;
  - d. Heat recovery ventilation systems, where appropriate; and
  - e. Materials from sustainable sources.

*Tim Pryce, Head of Clean Energy, 12<sup>th</sup> August 2025*

### **Local Economy and Social/Added Value**

52. Any Social Value element of this contract will be subject to the conditions laid out in the Framework in the first instance.
53. This report indicates that Social Value formed part of the evaluation criteria for the Framework and that a Social Value matrix will be sought from the Preferred Supplier (Works) upon award.
54. It is recommended that the commissioner and Social Value Officer will work with the Preferred Supplier (Works), upon contract commencement, to finalise any Social Value commitments to ensure they are supported by a delivery plan and aligned to the priorities of the LBHF.
55. 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), 8<sup>th</sup> August 2025*

### **Digital Services and Information Management Implications**

56. The Preferred Supplier (Works) will require access to the Council's Housing Management Software system, provided by NEC Software Solutions UK Ltd. (the "NEC System"), for processing orders, variations, and payments. All works will be issued via the NEC System for transparency and auditability. Digital Services and the Business Development team should be informed if there are any integrations required between the preferred supplier system and the NEC System.
57. A dedicated Aids and Adaptation Work Programme will need to be set up on NEC.

58. The Preferred Supplier (Works) 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.
59. The contract documents will need to include the Council's data protection and processing schedule. This is compliant with the UK Data Protection law.
60. 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.
61. **Artificial Intelligence (AI):** The service should engage with the Digital Services team 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 new function falls within the AI framework, they should discuss with the Digital Services team.
62. **Digital Accessibility:** This is a legal requirement and must be considered from the start, covering the front- and back-end. Digital tools and services must be accessible to everyone – staff and the public. If a system has major accessibility issues, it should be treated as incomplete.
63. For all Housing IT related projects which are not being delivered by the Digital Services team, the recommendations should include a requirement to present the project to the Technical Design Authority for review.

*Umit Jani, Strategic Relationship Manager for People, Wednesday 3<sup>rd</sup> December 2025*

## **LIST OF APPENDICES**

Appendix 1 (Exempt) – Contract Award Details  
Appendix 2 (Exempt) – Further Financial Assurance  
Annex 1 – Equalities Impact Assessment