

**Report for:** Cabinet Meeting – 10 March 2026  
**Item number:** 20  
**Title:** Procurement request for Responsive Repairs Subcontracts

**Report authorised by :** Sara Sutton – Corporate Director Adult, Housing & Health

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**Ward(s) affected:** All

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

## **1. Describe the issue under consideration**

- 1.1. Approval is requested to procure suitable long-term specialist contract arrangements to support Haringey Repairs Service in delivering responsive and planned workstreams to meet demand across all of the Council's housing stock.
- 1.2. Haringey Repairs Service (HRS) requires subcontract arrangements to support the delivery of responsive repairs and planned maintenance across the borough's housing stock, where the workload is outside of the capacity of our operatives in terms of skill set and/or volume.
- 1.3. Previous short-term arrangements are coming to an end, and in some areas are lacking in suitable specialist sub-contract provisions leading to ad-hoc arrangements being put in place.

## **2. Cabinet Member introduction**

- 2.1 We want fairer housing across our borough – safe, warm, comfortable, affordable homes for all.
- 2.2 We are repairing, retrofitting and refurbishing council homes all over Haringey. Our Estate Renovation Plan will put more than £570m into council home improvements over the next ten years – driving up the comfort and quality of our homes.
- 2.3 Delivering a repairs service that is reliable, timely and responsive is central to our commitments to residents, and these recommendations for responsive repairs provide the long-term stability needed to strengthen that service.

- 2.4 By putting in place clear and robust subcontract arrangements, the Council will ensure that specialist support is available when required so that we can meet both day-to-day demand and key statutory responsibilities across our housing stock. This approach gives the service the capacity and flexibility it needs to continue improving outcomes for residents.
- 2.5 Adopting this procurement model also represents good stewardship of public money. It provides a structured framework that supports value for money, reinforces commercial accountability, and enhances our ability to manage performance over the duration of the contracts. This will help us to maintain safe, well- managed homes and respond effectively to issues such as damp and mould, energy performance and building safety.

## **1. Recommendations**

### **It is recommended that Cabinet:**

- 1.1 Approves the commencement of a procurement of long-term subcontract arrangements across 8 contracts delivering specialist trade lots as set out in the report for an overall contract value of £2,407,500 per year with an average of £300,937.50 per lot and a maximum aggregated potential value of £16,852,500 over a maximum contract term of seven years, subject to satisfactory supplier performance and availability of budget in each of the two 1-year extensions in accordance with CSO 2.01(b)
- 1.2 Delegate authority to the Cabinet Member for Housing & Planning and Deputy Leader, in consultation with the Director of Housing to approve award of contracts following a competitive and compliant procurement process and S20 consultation process.

## **2. Reasons for decision**

- 2.1 The Council must ensure that Haringey Repairs Service (HRS) is equipped with the specialist trade capacity, commercial stability, and contractual flexibility required to maintain safe, compliant, and well-managed homes across the borough. The current subcontracting arrangements are fragmented, time-limited, and no longer capable of meeting operational demand or maintaining statutory duties.
- 2.2 The proposed 5+1+1 call-off contracts with suitable break clauses and performance Management process, procurement model provides a structured, long-term solution that enables HRS to meet statutory obligations, including drainage systems and Energy Performance Certification, and wider repairs such as roofing, associated scaffolding, and damp and mould treatments.
- 2.3 Consolidating these arrangements into a coordinated procurement significantly reduces transactional overheads, enhances value for money through economies of scale, and supports more effective contract and performance

management. Also, ensuring the ability for up to 2 x 1-year extensions allow us to smooth the re-procurement in future years to avoid pressure on staff and resources for numerous co-terminus contracts.

- 2.4 The procurement also enables the Council to manage risk more effectively. Multi-contractor lots in roofing and scaffolding improve operational resilience and support business continuity during periods of peak demand or contractor under-performance. This approach strengthens supply-chain reliability, ensures adherence to statutory and regulatory requirements, and provides the flexibility needed to respond to fluctuating work volumes.
- 2.5 Overall, the recommended actions represent the most effective means of ensuring HRS can deliver safe, timely, statutory-compliant services while achieving better commercial oversight, stronger risk management, and improved service outcomes for residents.

### 3. Alternative options considered

- 3.1 Do nothing – Rejected. Maintaining the current fragmented and time-limited subcontracting arrangements would expose the Council to significant risks, including service failure, increased ad-hoc purchasing, and non-compliance with statutory obligations. The existing arrangements cannot meet current or projected demand and therefore do not provide a sustainable or legally robust basis for service delivery.
- 3.2 In-house delivery only – Rejected. Delivering all specialist trades in-house alone was assessed but ruled out due to insufficient internal capacity, skills, and specialist accreditation. Achieving full internal delivery would require long lead-times, extensive recruitment, specialist training, and additional plant/equipment acquisition.

### 4. Background information

- 4.1 The proposed model is a 5-year contract with the option of two one-year extensions across the following specialist trade lots:

Trade	HRS allocated budgets per year	25% uplift applied	Value per contract with 25% capital uplift per year	Contract Value 5-year	Contract value 7-year (with both extensions applied)
Lot 1. Fencing & Groundworks x 1 contractor	£75,000	Yes	£90,000	£450,000	£630,000
Lot 2. Plumbing & Drainage x 1 contractor	£340,000	Yes	£425,000	£2,125,000	£2,975,000
Lot 3. Environmental Cleans x2 contractors	£200,000	No		£1,000,000	£1,400,000

Lot 4. Specialist Flooring x 1 contractor	£150,000	Yes	£187,500	£937,500.	£1,312,500
Lot 5. Roofing & Scaffolding contractors x up to 4 contracts.	£624,000	Yes	£855,000	£4,275,000	£5,985,000
Lot 6. General Build – Specialist Treatments Damp & Mould x 1 contractor	£500,000	Yes	£625,000	£3,125,000	£4,375,000
Lot 7. Energy Performance Certification (EPC Surveys) x 1 contractor	£25,000	No		£125,000	£175,000
<b>Total</b>	<b>£1,914,000</b>			<b>£12,037,500</b>	<b>£16,852,500</b>

#### 4.2 Breakdown of Revenue and Capital values within overall contract values.

	<b>Revenue Total</b>	<b>Capital Total</b>	<b>Contract Totals</b>
1-Year	£1,914,000	£493,500	£2,407,500
5-Year	£9,570,000	£2,467,500	£12,037,500
7-Year (if both extensions are applied)	£13,398,000	£3,454,500	£16,852,500

- 4.3 Contracts where Capital elements form part of repairs incorporate a 25% uplift against revenue budgets to allow for expenditure that can be recharged to the Council's Asset Management Programme. Including this uplift ensures that the contracts retain sufficient headroom to deliver the day-to-day revenue-funded responsive repairs throughout the lifetime of the arrangements. This approach provides financial flexibility, supports effective programming, and ensures that reactive and planned repairs can both be instructed without exceeding the approved contract ceilings. This approach also mitigates against risk of requiring contract variations.
- 4.4 HRS recovered capital income for responsive repairs of £1.66m in 2024-25 and forecast £1.4m in 2025-26. The capital uplift of the requested contracts in this report is £2.467m over 5-years.
- 4.5 All contracts will be subject to continuous budget monitoring by the respective contract manager to mitigate overspend in each financial year and ensuring income to the repairs service is recovered for capital elements.
- 4.6 The proposed long term contract arrangements will strengthen the Council's ability to deliver responsive and planned repairs by ensuring sufficient specialist trade capacity, continuity of service, and robust regulatory compliance across all workstreams. The structured 5-year contract term, with the option of two one-year extensions, provides commercial stability for suppliers, encourages competitive pricing, and supports effective resource planning. This model also improves operational resilience—particularly across high-volume, high-risk

trades such as roofing, scaffolding, and damp and mould treatments—while delivering value for money and enhancing the overall quality and reliability of services for residents.

- 4.7 In total, the arrangements represent an annual combined value of £2,407,500, scaling to £12,037,500 over the initial 5-year term and £16,852,500 over a full 7-year period if both extensions are applied. By consolidating subcontracting under a coordinated procurement, the Council will increase operational resilience, streamline commercial oversight, secure better pricing, improve risk management (including multi-supplier lots), and ultimately deliver better outcomes for residents.
- 4.8 To strengthen commercial oversight, reduce operational complexity, and avoid managing a fragmented supply chain, the procurement will include a structured lot-bundling model that consolidates multiple workstreams under a smaller number of overarching contract packages. This approach directly responds to the current challenges associated with managing numerous single-trade subcontractors.
- 4.9 Under this model, a supplier bidding for a single primary trade, for example Fencing & Groundworks, must also bid for the associated grouped lots such as General Build – Specialist Treatments (Damp & Mould), Flooring and Energy Performance Certification (EPC). This ensures that each awarded contractor has broader capability and capacity across key service areas, improving continuity, resilience, and value for money.
- 4.10 This approach also enables the Council to award each consolidated lot to either one or two contractors, depending on volume, risk and market interest. This will provide essential resilience, particularly for high-risk, high-volume workstreams, while still significantly reducing the total number of contractors overseen by HRS. The introduction of multi-contractor resilience in critical trades is already a key principle within the procurement model and supports continuity of service during periods of peak demand or contractor under-performance.
- 4.11 The proposed procurement model, five years with two optional one-year extensions introduces stability for suppliers, strengthens market engagement, and supports more effective programming of both responsive and planned works. This approach aligns with the Council's corporate priorities by improving housing quality, supporting local employment opportunities, and promoting value for money. It also upholds the principles of the Haringey Deal by fostering long-term relationships with service providers, encouraging professional accountability, and ensuring residents receive timely, high-quality repairs.
- 4.12 Internal officers including Finance, Procurement, and Legal, have also been consulted to ensure the proposed approach is compliant with Contract Standing Orders, supports financial planning, and mitigates risks associated with contract mobilisation and performance management.

- 4.13 The procurement route also reflects the wider external context, including increasing regulatory expectations on damp and mould management, energy performance, and building safety. It supports the Council in meeting its obligations under these frameworks, while ensuring that specialist trades such as roofing, scaffolding, and environmental cleans are delivered by competent and accredited contractors.
- 4.14 Risk management considerations, including multi-supplier arrangements for high-volume trades, robust Key Performance Indicators, and clear escalation pathways, have been incorporated into the proposed model. These measures strengthen operational resilience, reduce dependency on single contractors, and allow the Council to maintain service continuity during periods of high demand or contractor under-performance.
- 4.15 This procurement also reflects learning from previous contract arrangements, demonstrating the need for greater consistency, stronger commercial oversight, and more strategic supplier engagement. By consolidating these contracts into a single coordinated procurement, the Council can streamline oversight, improve financial control, and deliver better outcomes for residents.
- 4.16 The selected route to market for contracts will be the London Construction Programme/Dynamic Purchasing System, allowing the Council to invite bids from only registered, compliant and pre-qualified suppliers who have met the required standards of capability, financial robustness, and regulatory adherence. This approach ensures that all tenderers have already undergone an initial vetting process, enabling the Council to run a competitive, efficient, and fully compliant procurement exercise while securing best value and minimising procurement risk.
- 4.17 Note London Construction Programme/Dynamic Purchasing System procurement fees will apply as part of the procurement route selected for these arrangements. Appendix 1.
- 4.18 Note that Legal fees will apply to support contractual drafting, compliance checks, and due diligence requirements associated with this procurement.
- 4.19 Note that all works carried out by the Service are subject to and guided by the Haringey Repairs Service Repairs Handbook. Appendix 2.
- 4.20 Note that a secondary procurement project will be submitted in Q2 of 2026-27 which will request approval to procure workstreams where collaboration has been identified with other Services such as Building Safety & Compliance and Mechanical and Engineering (M&E). Workstreams will include Carpentry & Joinery, Windows & Doors, Fire Door installations and Electrical repairs.

## **5. Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes.**

- 5.1 Improving the Council's capacity and procedures to deliver an efficient and timely repairs service aligns with the 'Homes for the future' theme of the Corporate Delivery Plan where everyone should have a safe, sustainable, stable, and affordable home and aims to improve the quality of our social housing and landlord services.

## **6. Carbon and Climate Change**

- 6.1 The procurement also supports the Council's strategic aims to reduce operational carbon emissions linked to poorly performing homes. The inclusion of Energy Performance Certificate (EPC) surveys as a specialist lot strengthens Haringey's ability to monitor and improve the energy efficiency of its housing stock, enabling future investment decisions to be better informed and aligned with carbon-reduction goals. This aligns with both local climate-action commitments and national requirements under building safety, damp and mould regulations, and energy-performance legislation.
- 6.2 Suppliers will be invited to set out their own decarbonisation plans as part of the procurement process, including measurable actions to reduce emissions throughout the lifetime of the contracts. These may include low-carbon fleet adoption, waste-reduction initiatives, improved recycling rates, or sustainable procurement of materials. Contractors will also be required to segregate and recycle waste where possible, supporting broader Council objectives on circular-economy practices and sustainable resource management.
- 6.3 The Council recognises the increasing impacts of climate change on asset condition and service demand, for example, extreme weather contributing to increased roofing, drainage, and damp-related repairs. As such, the proposed long-term subcontract arrangements will help ensure the service is resilient to climate-driven fluctuations in work volumes, reducing the need for carbon-intensive reactive interventions and enabling better-planned, preventative maintenance programmes. This aligns with the broader climate-adaptation aims outlined in the Council's Climate Action Plan.
- 6.4 Internal guidance from the Carbon Management Service will inform the final specification and evaluation approach, with additional support provided through upcoming Carbon Literacy training for staff. This will help ensure officers understand how procurement decisions influence long-term carbon outcomes and are equipped to embed climate considerations throughout the life of the contracts.

## **7. Statutory Officers comments (Director of Finance (procurement), Director of Legal and Governance, Equalities)**

### **7.1 Finance**

- 7.1.1 Approval is sought to procure and award a suite of long-term Joint Contracts Tribunal/Measure Term Contract arrangements to support Haringey Repairs Service (HRS) in delivering responsive and planned workstreams across the Council's housing stock.

7.1.2 The proposed contract value of annual £2,407,500 (extended to 5 years would equate to £12.038m and for 7 year would equate to £16.852m) would be within the overall nett HRS Repairs Revenue budget including capitalisation. However, if capitalisation is not met, there is a high possibility of further pressures on HRS Revenue budgets. Please refer to the table in point 6.2 within the report that reflects the assumed Revenue and capital budgets.

#### 7.1.3 Finance notes:

- The contracts will be Joint Contracts Tribunal/Measure Term Contract and are not based on indicative or guaranteed spend.
- The arrangements will allow for capital works, which will be recharged to the capital programme within approved capital budgets.
- A secondary contract (as referenced in section 6.20) will cover lots not included in this procurement.
- Additional costs for London Construction Programme/Dynamic Purchasing System apply, as per point 6.16, estimated at 1%. These will need to be considered in overall HRS budgets/spends.

Risk Consideration: There is a potential risk of cost escalation if contracts are not closely monitored.

#### 7.1.4 Mitigation Measures

- Regular Monitoring: Monthly financial reviews by HRS against the approved budget.
- Contract Compliance: Ensure works are delivered in line with agreed specifications and timelines to avoid scope creep.
- Early Intervention: Promptly flag emerging financial pressures, agree corrective actions, and implement them.
- Governance Oversight: Report progress and expenditure through established governance channels to maintain transparency and accountability.

## 7.2 Procurement

7.2.1 Strategic Procurement notes that this Model will encourage Small and Medium Enterprises (SMEs) and specialist contractors to bid for work aligned to their core expertise rather than being excluded by a large single-lot contract. This will also increase bidder numbers, improving competition. Allowing bidders to win multiple lots will ensure that larger, capable contractors can still participate fully and leverage scale. This will overall lead to better pricing and improved overall value for money (VFM).

7.2.2 Strategic Procurement agrees with duration of contract as this will allow pricing efficiencies to be embedded over time and the option to extend, will act as a performance incentive and will reduce re- procurement costs.

7.2.3 Strategic Procurement notes that this strategy will improve quality and compliance as trade- specific lots will ensure that suppliers are technically competent, accredited, and up to date with regulatory requirements. This

approach intends to provide direct access to specialist contractors who will actually be doing the job.

- 7.2.4 The strategy allows for multiple contractors across different trades reducing the dependency on a single provider and ensures continuity if one contractor fails financially, underperforms or faces resource shortages.
- 7.2.5 This strategy will allow for social value targets to be scaled appropriately per lot, avoiding unrealistic obligations for smaller contractors, larger contractors winning multiple lots can deliver aggregated social value commitments. This will bring benefit to the council and the community.
- 7.2.6 Having in place a long-term contract will secure a fixed price over a period of time, reduce the number of procurement activities we do (removing waste from the process) and will help the Council meet its statutory requirements.
- 7.2.7 It is expected that the service implements a robust contract monitoring approach, including the validation of all orders against the schedule of rates, independent verification of works prior to payment, a regular spend analysis to ensure delivery remains within the approved budget.
- 7.2.8 Strategic procurement will use the London Construction Programme/Dynamic Purchasing System minor works to procure these requirements, and this is in accordance with CSO 8.01 and Public Contract Regulation (PCR 2015) Regulation 34.
- 7.2.9 Strategic procurement supports the recommendation in paragraph 3 above and in accordance with CSO 2.01(b)

### 7.3 **Legal**

- 7.3.1 The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of the report.
- 7.3.2 Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b), Cabinet has authority to approve the commencement of a procurement exercise where the value of the contracts to be procured is £500,000 or more and as such the recommendation in paragraph 3.1 of the report is in line with the Council's CSO.
- 7.3.3 Pursuant to the provisions of the Council's CSO 2.01(c), Cabinet has authority to approve awards of Contract valued at £500,000 or more.
- 7.3.4 Further to paragraph 9.3.3 above, the recommendation in paragraph 3.2 of the report to delegate authority to the Cabinet Member for Housing & Planning and Deputy Leader, in consultation with the Director of Housing & Head of Finance (Housing & Chief Accountant) to approve award of contracts following a competitive and compliant procurement process and S20 consultation process is in line with the provisions of Part 4 Section F paragraph 1.3(a) of the Council's Constitution.

7.3.5 The Director of Legal and Governance (Monitoring Officer) see no legal reasons preventing the approval of the recommendations in the report.

## 7.4 Equality

7.4.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advance equality of opportunity between people who share those protected characteristics and people who do not.
- Foster good relations between people who share those characteristics and people who do not.

7.4.2 9.4.2 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.

7.4.3 9.4.3 Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

7.4.4 9.4.4 This report seeks approval for initiation of Procurement for the provision of Responsive Repairs and Planned workstreams for Haringey Repairs Service for a period of 3 years with two optional one-year extensions.

7.4.5 Black people, disabled people, women, and those from a low socioeconomic background are overrepresented in Haringey's social housing stock. Therefore, taking steps to ensure that this essential work is completed will have a positive impact on those who share these protected characteristics.

7.4.6 Ensuring that all residents can easily access and interact with the repairs service is a key equality and service delivery consideration. As part of the procurement the Council will require bidders to evidence their approach that accommodates a wide range of communication and access needs. Contractors will also be expected to make reasonable adjustments for disabled and vulnerable residents, including flexible appointment options, clear pre-appointment communication, and sensitivity to the needs of older people, carers, and those with limited digital access.

7.4.7 By embedding accessibility requirements into the procurement and contract management processes, the Council aims to remove barriers for residents with protected characteristics and ensure that all households, particularly those who are disabled, elderly, or digitally excluded—can engage with the Repairs Service in a fair, safe, and equitable way.

## 8. Use of Appendices

Appendix 1  
[LCP Levy structure and Rebate](#)

Appendix 2  
[Repairs handbook](#)

**9. Background papers**  
n/a