

Report for: Cabinet Meeting – 14 July 2026

Item number: 11

Title: All Void works Procurement

Report

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Ward(s) affected: All

Report for Key/

Non-Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1. This report seeks approval to transform the Council's approach to delivering void works across its housing and temporary accommodation portfolio by enhancing the current delivery model through a more coordinated and multi-disciplinary approach, supported by a hybrid structure. This would bring together a core in-house capability with a flexible supply chain to optimise delivery of refurbishment, compliance, and remediation works.
- 1.2. The objective is to ensure more homes are available to residents more quickly, by accelerating the turnaround of void properties. This will play a key role in addressing housing pressures, enabling more residents to access safe and secure accommodation sooner. In doing so, the Council will strengthen service standards and compliance, deliver better value for money, and make best use of its housing assets. Reducing the time homes remain empty will also help limit income loss, protect property condition, and reduce avoidable costs, including reliance on Temporary Accommodation. Overall, this approach supports a more resilient, flexible, and responsive delivery model aligned to the needs of residents and the effective stewardship of the Council's housing stock.

2. Cabinet Member Introduction

- 2.1. No matter whether a property is owned privately, or by the Council, every empty home in Haringey is a missed opportunity to address the housing crisis.
- 2.2. The failure of central Government to implement rent controls and its decades of underinvestment in building council homes has resulted in more people finding themselves homeless or in entirely unsuitable accommodation.
- 2.3. Facing this scale of demand, it is essential that the Council ensures that every single empty home is occupied as quickly as possible.
- 2.4. This proposal will increase capacity, flexibility, and coordination in our existing repairs service, ultimately reducing the amount of time that our homes sit empty.

- 2.5. With a further 1,700 new council homes to be delivered over the next 5 years, we anticipate a continued high turnaround of residents since new homes are often occupied by those in temporary accommodation or other council properties.
- 2.6. The flexibility offered by commissioning external capacity, alongside our own in-house service, enables the Council to effectively manage peaks in demand when new builds are completed.
- 2.7. Whilst thousands of private homes across London bought solely as investment opportunities sit empty, in Haringey, we are taking decisive action to tackle the housing crisis and reduce empty homes.

3. **Recommendations**

It is recommended that Cabinet:

- 3.1. Approves the procurement of a multi-service call-off contract to support the delivery of void (empty property) refurbishment, compliance, and remediation works across the Council's housing portfolio, as outlined in Section 1, for an initial five-year term with options to extend by up to two further one-year periods (5+1+1).
- 3.2. Notes that Cabinet reports will be presented seeking approval to award the contracts following completion of a compliant procurement process and evaluation of tenders received detailing the outcome of the procurement, the recommended contractors, contract values, affordability within approved budgets, and any associated financial implications for the Housing Revenue Account and General Fund.

4. **Reasons for decision**

- 4.1. The Council continues to experience significant demand for void refurbishment, compliance, and remediation works across a diverse housing portfolio comprising General Needs, Sheltered Housing, Temporary Accommodation, Hostels, Lodges, Acquisitions, and Private Sector Leased properties, managed by partner organisations. Until a property is returned to a lettable standard and re-occupied, rental income cannot be recovered and may incur additional costs associated with managing empty homes, including security, utilities, council tax liabilities, and deterioration of the asset.
- 4.2. Any delays in returning properties to use also place additional pressure on homelessness and Temporary Accommodation services, limiting the availability of housing stock and increasing the potential need for alternative accommodation solutions. Given the range of property types, variable condition of void properties, and differing service requirements across the housing portfolio, the Council requires a flexible and scalable delivery model capable of responding to fluctuations in demand and accelerating the re-letting process.

- 4.3. The current delivery model comprises a combination of in-house resources and multiple contractor arrangements managed independently across different service areas. This has created fragmented commissioning arrangements, inconsistent performance management, differing specifications and pricing structures, and reduced visibility of overall demand. A single multi-service contract will provide additional capacity to support in-house teams, improve coordination, standardise delivery and reporting arrangements, strengthen commercial oversight, and help reduce void turnaround times.
- 4.4. The anticipated scale and variability of demand across the Council's housing portfolio demonstrates the need for a coordinated strategic approach. The proposed procurement will establish a multi-provider call-off contract arrangement, providing the Council with access to additional capacity to support the delivery of void refurbishment, compliance and remediation works as and when required. As a call-off contract, no minimum value or volume of work is guaranteed, and works will only be commissioned in response to operational need and subject to approved budgets. The procurement will provide the flexibility required to manage changing demand across the housing portfolio, deliver value for money, and support the Council's objective of reducing rental income loss by returning properties to occupation as quickly as possible.

5. **Alternative options considered**

- 5.1. **Do nothing** – Rejected. Maintaining the current delivery model would retain a fragmented approach to commissioning, with ad-hoc procurement and separate contractor arrangements operating across multiple housing services. This would continue to place significant pressure on in-house resources and limit the Council's ability to respond consistently to fluctuations in demand. The resulting inefficiencies are likely to contribute to longer void turnaround times, increasing the period during which properties remain unavailable for occupation. Prolonged void periods result in lost rental income to the Housing Revenue Account and General Fund, increase holding costs associated with empty properties, and can lead to further deterioration in property condition, resulting in additional repair costs before homes can be re-let. This option would not provide the strategic oversight, capacity, or coordinated approach required to address current service pressures and maximise the availability of housing stock.
- 5.2. **Short-term procurement arrangements** – Rejected. A series of short-term contracts could provide additional capacity and maintain competition within the market. However, this approach would continue to operate within a largely fragmented commissioning framework and require repeated procurement exercises throughout the contract period. This would increase administrative costs, reduce opportunities for long-term planning and supplier investment, and limit the Council's ability to establish consistent standards, performance management arrangements, and pricing mechanisms. Whilst offering some flexibility, this option would be less effective in delivering sustained improvements in void turnaround performance, reducing rental loss, and achieving value for money across the housing portfolio.

- 5.3. **Fully in-sourced delivery model – Rejected.** The Council currently operates an in-house voids service with a dedicated management structure and three teams of operatives, which is performing strongly against agreed delivery targets. The Council has historically delivered void refurbishment, compliance and remediation works through a hybrid model, combining a core in-house workforce with external contractors to provide additional capacity, resilience and specialist expertise where required. This approach has evolved over time in recognition of the variable nature of demand and has enabled the Council to respond effectively to changing operational requirements across the housing portfolio. Whilst expanding the in-house service to deliver all void refurbishment, compliance and remediation works was carefully considered, a wholly in-sourced approach would limit the Council's ability to respond flexibly to fluctuating levels of demand. Demand for void works is inherently variable and influenced by a range of factors including tenancy turnover, the condition of properties upon vacation, compliance and remediation requirements, housing acquisitions, regeneration activity, and the Council's housebuilding and housing delivery programmes. For example, initiatives such as the Neighbourhood Moves Scheme and regeneration-related moves can generate additional void properties requiring inspection, refurbishment and preparation for re-letting, whilst fluctuations in property condition can significantly affect the complexity, scope and duration of works required. As a result, both the volume and nature of demand can vary considerably over time. Maintaining sufficient in-house capacity to respond to periods of peak demand would require the Council to employ and retain a substantially larger workforce than is required under normal operating conditions, creating a risk of underutilisation during quieter periods and reducing overall value for money. Whilst a fully in-sourced model would also require significant investment and a substantial mobilisation period to recruit, train and develop the necessary workforce and management capacity, the principal limitation is the reduced flexibility and scalability of such an approach. A fully in-sourced model would therefore be less well positioned to respond efficiently to changing demand patterns and operational pressures. In contrast, the proposed continuation of a hybrid model enables the Council to retain a strong core in-house service while accessing external capacity as required, providing the flexibility, resilience and scalability needed to respond to fluctuations in demand. This approach allows resources to be adjusted in line with operational requirements, supports the timely return of homes to occupation, and delivers better value for money through a balanced and sustainable delivery model.

6. **Background information**

- 6.1. The Council is currently managing a backlog of approximately 500 empty homes requiring refurbishment, compliance and/or remediation works before they can be returned to occupation. The backlog has developed over time as a result of fluctuating void volumes, increasing complexity of works, resource constraints, and broader pressures across the housing portfolio. Demand is also expected to remain elevated due to the Council's successful housing delivery and regeneration programmes. In particular, the delivery of new Council homes can generate additional void activity through mechanisms such as the Neighbourhood Moves Scheme, which enables existing Council tenants to move into newly built Council

homes. Whilst this ensures new homes are occupied quickly and supports better housing outcomes for residents, each successful move creates a vacancy elsewhere within the housing stock. These resulting empty properties must then be inspected, repaired and prepared for re-letting. In practice, a single letting through the Neighbourhood Moves Scheme can therefore generate an additional empty home requiring refurbishment works, increasing demand on services and the resources required to return homes to occupation. The impact of these programmes on void demand is not uniform over time. New Council homes and regeneration schemes are typically delivered in phases, with completions occurring in waves rather than as a consistent annual flow. As a result, some years may generate significantly higher levels of void activity than others, depending on the scale and timing of development completions, acquisitions, regeneration programmes and tenant moves. In addition to fluctuations in volume, the complexity of void properties can vary considerably. Some properties may require only routine repairs and decoration, whilst others require extensive refurbishment, specialist remediation works, compliance upgrades, or structural repairs. This variability in both the volume and complexity of works creates peaks and troughs in workload that are difficult to accommodate through a fixed workforce without either over-resourcing during quieter periods or creating service delays during periods of elevated demand.

- 6.2. The existing backlog is expected to be managed through current contractual arrangements and available resources. However, given the scale and duration of the backlog reduction programme, there may be a period of overlap between the completion of legacy backlog works and ongoing business-as-usual demand. Accordingly, the proposed contract values have been established with sufficient flexibility and ceiling capacity to accommodate fluctuations in demand and changing service requirements across the housing portfolio. The contract ceilings should therefore be regarded as maximum contractual capacities rather than an indication of anticipated expenditure and will provide the Council with the ability to respond to operational pressures, variations in future void volumes, and evolving housing needs.
- 6.3. The proposed procurement has been designed to provide a flexible and scalable business-as-usual delivery model for empty home refurbishment, compliance and remediation works across the Council's housing portfolio. Whilst the primary purpose of the contract is to support ongoing operational demand, there may be a period during which the completion of legacy programmes overlaps with new void activity. The proposed contract values have therefore been established with sufficient headroom to accommodate fluctuations in demand, changes in void volumes and evolving operational requirements. The flexible call-off nature of the contract will enable the Council to scale delivery capacity in response to service needs while maintaining performance standards, minimising void turnaround times, supporting the timely return of properties to occupation and maximising the availability of housing stock. The contract values represent maximum contractual capacity rather than anticipated expenditure and do not commit the Council to any minimum level of spend.
- 6.4. Historically, void refurbishment, compliance and remediation works across the Council's housing portfolio have been delivered through a combination of in-house resources and service-specific contractor arrangements. Individual service areas

including General Needs Housing (which includes Hostels and Lodges), Temporary Accommodation, Acquisitions, Home for Haringey Private Sector Leasing, Council Private Sector Leasing and HCBS have procured and managed outsourced works separately, often using different contractors, specifications and processes. Haringey Repairs Service continues to undertake a proportion of void refurbishment works through its in-house workforce, delivering on average 250 properties per year with external contractors utilised to provide additional capacity, specialist expertise and support during periods of increased demand. During 2025/26, approximately 301 empty homes were delivered through outsourced arrangements across the Council's housing portfolio, demonstrating the scale and diversity of demand that exists across multiple tenures and accommodation types. The table below provides a breakdown of the number of outsourced voids delivered and actual values by each service area

- 6.5. These arrangements have developed over time in response to service-level needs and funding structures, resulting in a diverse operating landscape. While this has enabled services to respond flexibly to immediate priorities, it has also led to variations in how works are commissioned, managed, and monitored across the portfolio as well as prices and therefore value for money.
- 6.6. Contracting approaches have typically included a mix of term contracts, single properties or projects, and utilising existing legacy arrangements. As a result, there is currently no single, unified framework governing delivery, performance management, or pricing structures across all void-related works. Where possible these arrangements will be maintained or other interim arrangements put in place pending the approval to procure and subsequent procurement of a new delivery model.
- 6.7. Internal reviews and cross-service stakeholder engagement have identified opportunities to align approaches, improve visibility of demand, and establish more consistent processes for standard setting, commissioning, managing and reporting performance across this service provision. These insights have informed the development of the proposal to re-procure.
- 6.8. To ensure interest from the market and maintain a financially viable workstream for the successful bidder, the proposal will aggregate demand across services so that there will be a consistent level of demand and thereby orders for the successful bidders. This approach represents a shift from historic, reactive procurement toward a more strategic and sustainable operating model that supports improved performance and better outcomes for residents.
- 6.9. To support capacity, resilience, value for money and ongoing competitive tension, the procurement will be structured to allow for up to four contractors. Each contractor will deliver the full scope of void refurbishment, compliance and remediation works across the Council's housing portfolio. The contracts will not be aligned to specific housing services or property types, allowing the Council maximum flexibility to allocate work according to operational demand, contractor performance and service priorities.

- 6.10. The Council intends to appoint up to four contractors, following market engagement to identify the most appropriate strategy regarding value for money and capacity to scale up and down accordingly to demand. Contracts will be issued under a non-exclusive call-off arrangement and may be aligned to lots where appropriate. Contractors appointed will be required to demonstrate the capability and capacity to deliver Minor, Major and Extensive Voids across all property types included within the scope of the contract. Continued work allocation will be performance-based and managed by Haringey Repairs Service in close liaison with other stakeholders to ensure optimal use of resources, resilience of supply, and delivery of value for money throughout the contract term.
- 6.11. If applicable, a Lot structure would apply equally with each Lot delivering all Voids Refurbishment, Compliance and Remediation Works – Delivery of Minor, Major and Extensive Void works across all housing property types and tenures and accommodation types within the Council's housing portfolio, providing additional capacity, resilience and business continuity.
- 6.12. All bidders will therefore be required to demonstrate the capability and capacity to deliver across the full range of property types and void categories (Minor, Major, and Extensive), ensuring a consistent standard of delivery regardless of allocation. Tender submissions will be evaluated using a balanced assessment of both quality and price to identify the Most Advantageous Tender (MAT) and secure best value for the Council. Evaluation criteria will consider factors including technical capability, experience of delivering similar programmes, mobilisation arrangements, contract management proposals, social value commitments, quality assurance processes, health and safety arrangements, and approaches to resident and stakeholder engagement. This approach will ensure that contract awards are made not solely on the basis of lowest cost, but on the basis of the optimum combination of quality, performance, service delivery, and whole-life value for money, ensuring the Council appoints contractors capable of delivering efficient, high-quality outcomes and supporting the timely return of homes to occupation
- 6.13. To support effective planning, performance management, and resource allocation, void properties are categorised based on the complexity, scope, and value of works required to return them to a safe, compliant, and lettable standard. The categorisation framework enables the Council to assess the scale of refurbishment required, allocate appropriate resources, establish target completion timescales, and monitor contractor performance consistently across the housing portfolio. Void properties are classified as Minor, Major, or Extensive, as set out below

6.14.

Void Category	Description	Cost Threshold	Expected Duration of works
Minor Voids	Works of a relatively low complexity requiring standard refurbishment and repairs to return the property to a lettable standard.	See exempt appendix A	Less than 14 days
Major Voids	More complex refurbishment works requiring additional repairs,	See exempt appendix A	Between 14 and 28 days

	replacements, or compliance-related activities before re-letting.		
Extensive Voids	Properties requiring significant refurbishment, structural repairs, or specialist remedial works prior to occupation.	See exempt appendix A	More than 28 days

- 6.15. The Council's Asset Management Strategy sets out its long-term investment priorities for the housing stock, including a commitment to invest £570 million in Council homes over the next ten years. A key objective of the Strategy is to ensure all Council homes achieve the Decent Homes Standard by March 2028, alongside delivering improvements to building safety, fire safety, sustainability and energy efficiency. Whilst significant progress has been made, historic underinvestment in parts of the housing stock means that some properties require substantial refurbishment and remedial works when they become void before they can be returned to occupation.
- 6.16. The proposed procurement will provide the Council with a flexible and scalable delivery model capable of responding to the full range of void categories, from Minor Voids requiring routine repairs through to Major and Extensive Voids involving significant refurbishment, specialist remediation or structural works. The contract will operate alongside the Council's wider asset management, partnering and capital investment arrangements, enabling the most appropriate delivery route to be selected based on the nature, complexity, value and urgency of the works required. This approach will ensure properties are returned to a safe, compliant and lettable standard as quickly as possible while providing flexibility to undertake wider improvements during the void period where this represents the most efficient use of resources.
- 6.17. The majority of works delivered through this contract will comprise revenue-funded repairs and maintenance activities required to return properties to a safe, compliant and lettable condition. However, where works undertaken during the void period meet the Council's approved capitalisation criteria and demonstrably enhance, replace or extend the useful life of an asset, the associated costs will be treated as capital expenditure in accordance with the Council's accounting policies, Capital Strategy, Financial Regulations and Housing Revenue Account accounting requirements. Appropriate approval processes will be applied to ensure all capital expenditure is identified, authorised and funded through the relevant capital programme.
- 6.18. The table below sets out the estimated annual business-as-usual demand for void refurbishment, compliance and remediation works across the housing portfolio based on current service requirements and historic activity levels. These figures represent the anticipated steady-state level of expenditure once the existing backlog of void properties has been substantially addressed.
- 6.19. While the annual business-as-usual demand is estimated as set out in Exempt Appendix A the proposed contract ceiling will be set at a higher level to provide

sufficient capacity to accommodate future fluctuations in demand. The contract values for procurement should therefore be viewed as a maximum call-off capacity rather than an expected level of annual expenditure.

- 6.20. To support financial planning and procurement modelling, the Council has developed indicative assumptions regarding the expected annual volume of outsourced void properties and the associated budget requirements. The figures set out below illustrate the anticipated relationship between demand and expenditure under a business-as-usual operating model, together with the average outsourced expenditure per void property by tenure type. The average cost per void varies across the housing portfolio, reflecting differences in property size, condition, compliance requirements, specification standards and the complexity of works required to return properties to a safe, compliant and lettable standard. These figures are intended for planning purposes only and actual volumes and costs will vary depending on the nature and condition of individual properties.
- 6.21. Prospective bidders will be required to submit a percentage uplift or discount against the National Housing Federation (NHF) Schedule of Rates as part of their tender submission. The NHF Schedule of Rates provides an industry-recognised pricing framework for housing maintenance and refurbishment works, ensuring consistency in the specification, valuation, and pricing of activities across the contract. Using this approach will enable the Council to accurately price individual work orders through a transparent breakdown of costed items, support robust budget forecasting, and provide clear evidence of value for money throughout the contract term. The model will also facilitate consistent comparison of contractor performance and pricing, whilst allowing flexibility to respond to varying property conditions and work requirements.
- 6.22. The contract will be let using a Joint Contracts Tribunal (JCT) Measured Term Contract (MTC) form of contract. A JCT MTC is a widely used standard construction and maintenance contract that enables a client to instruct and procure individual packages of work on an as-needed basis over a defined contract period. Rather than committing to a fixed volume of works or guaranteed spend, the contract operates through a call-off arrangement, whereby works are ordered and valued in accordance with the agreed pricing mechanism and the Council's operational requirements. This approach provides flexibility to respond to fluctuations in void volumes, property condition, service demand, and funding availability, while maintaining a consistent contractual and commercial framework.
- 6.23. As a result, the Council will not guarantee any minimum level of expenditure, workload, or value of works to the appointed contractor(s). The contract value represents an estimated maximum spend based on anticipated demand and available budget over the contract term and is provided for procurement and financial planning purposes only. All works will be commissioned through individual call-off orders, subject to service requirements, budget availability, and the Council's internal approval processes.

- 6.24. The purpose of this procurement is to establish sufficient contractual capacity and flexibility to support the delivery of void refurbishment, compliance and remediation works across the Council's housing portfolio and to assist in addressing existing and future demand. The procurement does not seek approval for any additional capital or revenue budget provision and does not commit the Council to any minimum level of expenditure.
- 6.25. The Council sets its budgets for both the General Fund and the Housing Revenue Account annually through the established budget setting process, including Cabinet consideration and Full Council approval. Any expenditure incurred through the proposed contracts will be managed within approved service budgets and available funding. Should future service pressures identify a requirement for additional revenue or capital funding, this would be considered separately through the Council's normal budget-setting and governance processes.
- 6.26. Robust budget monitoring and financial controls will remain in place throughout the contract term to ensure expenditure is managed within approved budgets and overall contract limits. Regular monitoring of commitments, spend, forecasts, and demand trends will be undertaken by commissioning services and Haringey Repairs Service as part of the contract management arrangements. This will ensure that resources are allocated appropriately, value for money is maintained, and expenditure remains aligned with the Council's Medium Term Financial Strategy, Housing Revenue Account budgets, and approved capital programmes where applicable.
- 6.27. Overall contract management responsibility for the contracts will sit with Haringey Repairs Service, being the lead client, and in close liaison with Housing Demand, will provide central oversight of performance, compliance, and commercial management across and on behalf of all service areas. This will include managing contractor performance against agreed Key Performance Indicators and service standards, monitoring spends, forecasting demand, and ensuring value for money, administering contractual processes, including change control, performance improvement measures, and escalation procedures, and Ensuring compliance with statutory, regulatory, and Council requirements.
- 6.28. A structured performance and governance regime will be implemented, comprising monthly performance reviews to assess delivery against Key Performance Indicators, monitoring programme delivery and quality. Quarterly contract review meetings involving all key stakeholder representatives will review strategic performance & delivery, financial management, risks and continuous improvement opportunities.
- 6.29. While overarching contract management will be centralised, day-to-day delivery of works will remain the responsibility of individual commissioning service areas. These services will be able to responsibly forecast void volumes and programme requirements, setting their required standards and any enhancements over and above the base re-let standard, raising and managing works orders, monitor operational delivery and approval of completed works and associated invoices, and providing feedback to the quarterly review and monthly HRS management on contractor performance.

- 6.30. This governance structure is intended to ensure a balance between centralised control and consistent standards, and service-level flexibility and responsiveness, enabling effective oversight while maintaining accountability at the point of housing provision and delivery. Performance reporting will be structured to support transparency, with clear and accessible data on contractor performance, spend, and delivery outcomes.
- 6.31. Voids performance is reported to various committees/boards, internal housing boards and senior officers to retain better oversight of performance, identify issues, and drive improvements. This includes reports to the Housing, Planning and Development Scrutiny Panel, Housing Improvement Board, Housing Senior Management Team, the Chief Executive, and Housing Board. Housing Board, chaired by the Corporate Director of Adults, Housing and Health, is also receiving regular updates on progress of the voids review and the work of the new Strategic Working Group.
- 6.32. The Resident Voice Board will also regularly receive Housing Services' Key Performance Indicators on a quarterly basis, where General Needs and Sheltered Housing voids as a percentage of stock are reported. These Key Performance Indicators are also shared with the Housing, Planning and Development Scrutiny Panel and our internal Housing Improvement Board as a standard agenda item. Our Key Performance Indicators are published quarterly on the website.
- 6.33. The proposal is set within a broader political, regional, and local context where there is increasing demand for housing, heightened expectations around property standards, and stronger regulatory requirements relating to safety, compliance and value for money.
- 6.34. At a borough level, the need to maximise housing availability and reduce void turnaround times is critical, particularly given ongoing pressures within Temporary Accommodation and homelessness services. National and local policy drivers emphasise housing quality, tenant safety, and efficient use of public resources, all of which this proposal seeks to support.
- 6.35. The proposal has been informed by engagement with internal stakeholders across housing services. Feedback has consistently highlighted the need for greater coordination, improved performance management, and clearer specifications for works. Consultation with the Residents Voice Board will be an integral part of both the procurement and standards setting activities both prior to and during the contract period.
- 6.36. A number of key risks have been identified. These include potential inaccuracies in forecasting demand, cost pressures arising from fluctuating volumes of work, and the risk of contractor underperformance. There is also mobilisation risks associated with implementing a new, cross-service delivery model. To mitigate these risks, robust mobilisation and contract management arrangements led by Haringey Repairs Service in close liaison with Housing Demand, will set out clearly defined performance indicators, involve regular monitoring and reporting, and governance structures to ensure oversight at both operational and strategic levels.

- 6.37. Financial controls will include call-off mechanisms ensuring contractors are only paid for completed works, budget monitoring to ensure the contract and service delivery remains sustainable, cost management to ensure price and cost remain consistent and demonstrate value for money throughout the contract term, while strong supplier management and escalation processes will address performance issues. Overall, these measures are designed to ensure that risks are actively managed and that the anticipated benefits of the new approach are realised.
- 6.38. Current pressures relating to void turnaround times, variable contractor performance, and fragmented delivery arrangements contribute to avoidable rental loss across the housing portfolio. In addition to direct income loss, prolonged void periods can also increase wider financial pressures on the Council, including increased reliance on Temporary Accommodation placements and additional costs associated with holding empty properties, such as security, utilities, council tax liabilities, and reactive repairs resulting from deterioration whilst properties remain unoccupied.
- 6.39. The proposed coordinated and strategic delivery model is intended to reduce the average time taken to return properties to a lettable standard and therefore minimise rental loss to the HRA and General Fund. Improved performance management, greater consistency in service delivery, enhanced contractor oversight, and clearer accountability arrangements are expected to support faster completion of void works and quicker re-letting of homes.

7. Contribution to the Corporate Delivery Plan High Level Strategic outcomes.

- 7.1. This proposal supports and contributes directly to the delivery of Haringey Council's Corporate Delivery Plan (2024–2026), which sets out the Council's overarching ambition to create a fairer and greener borough through eight key strategic themes
- 7.2. The primary alignment is with the “Homes for the Future” priority, which focuses on ensuring residents have access to safe, secure, and good-quality housing. By improving the efficiency, quality, and consistency of void works and reducing turnaround times, the proposal will increase the supply of lettable homes and support the Council's wider housing objectives, including reducing reliance on Temporary Accommodation and improving standards across the housing portfolio.

8. Carbon and Climate Change

- 8.1. The introduction of structured contracts enables the Council to embed clear environmental and energy efficiency requirements within specifications. This may include the use of more energy-efficient materials, improved insulation, and the installation or upgrade of heating, lighting, and water systems where appropriate. By standardising these requirements across all void properties, the Council can ensure a more consistent approach to improving energy performance and reducing energy consumption across the housing stock.

- 8.2. A coordinated delivery model will reduce inefficiencies associated with ad hoc procurement and repeat site visits. Better planning and scheduling of works across multiple properties will help minimise travel requirements for contractors and reduce associated emissions. Aggregated demand also enables improved logistics, including bulk purchasing and streamlined supply chains, which can further contribute to lowering the overall carbon footprint of delivery.
- 8.3. The proposal also supports climate change adaptation by ensuring that properties are brought back into use in a safe, compliant, and resilient condition. Compliance works covering areas such as heating, ventilation, electrical safety, and water systems provide an opportunity to ensure that homes are better equipped to cope with changing environmental conditions, including extreme weather and increased energy demand.
- 8.4. The long-term nature of the contracts allows the Council to work proactively with contractors to drive continuous improvement in sustainability performance over time. This includes the potential to introduce carbon reduction targets, monitor environmental performance, and adopt new technologies and practices as they emerge.

9. **Statutory Officers comments Finance, Procurement, Legal and Equalities**

9.1. **Finance**

- 9.1.1. Finance comments are contained in Exempt Appendix A

9.2. **Procurement**

- 9.2.1. Strategic Procurement notes the contents of this report
- 9.2.2. Setting up a long-term contract to cover the delivery of voids across the Council will certainly help reduce delays when it comes to voids operation. This arrangement will help manage voids in a strategic way by eliminating the number of re procurements we do routinely. The Council will also benefit from a consistent fixed rate across all services, supporting transparency, value for money and better cost control.
- 9.2.3. Contract management will form an important aspect of the operation of this contract. The service has a responsibility of managing the delivery of the contract to the required standard as defined in the specification.
- 9.2.4. This procurement opportunity will be tendered in accordance with the Councils' CSO's, with primary consideration given to CSO's 7.02 and 8.01. Where it is not possible to use either CSO 7.02 or 8.01, approval for an alternate route to market will be sought from the Chief Procurement Officer.
- 9.2.5. Strategic procurement (SP) will work with the service to ensure value for money is achieved through the procurement activity, including delivery of the social value aligned with the Council's priorities.

- 9.2.6. The recommendation to approve the commencement of this procurement exercise is in accordance with CSO's 2.01b

9.3. **Legal**

- 9.3.1. The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of the report.
- 9.3.2. Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b), Cabinet may approve the commencement of procurement process where the value of the contract 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.
- 9.3.3. Strategic Procurement has indicated that the contract would be procured either through a Framework in line with the Council's CSO 7.02 or through a Dynamic Purchasing System in line with the Council's CSO 8.1 and these are legal routes to procure the contract in the report.
- 9.3.4. The Director of Legal and Governance (Monitoring Officer) see no legal reasons preventing the approval of the recommendations in the report

9.4. **Equality**

- 9.4.1. 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.
- 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.
- 9.4.3. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.
- 9.4.4. This report seeks approval for initiation of Procurement for the provision of All Void works Procurement across the Council's housing portfolio for a period of 5 years with two optional one-year extensions.
- 9.4.5. The proposal will directly impact existing Council tenants, prospective tenants, and households in housing need who are awaiting accommodation through the

Council's housing register, Temporary Accommodation (TA), homelessness pathways, and transfer arrangements. The efficient turnaround and re-letting of void properties supports faster access to safe and secure housing for residents.

- 9.4.6. Black residents, disabled people, women, larger family households, and residents from lower socioeconomic backgrounds are disproportionately represented both within the Council's social housing stock and amongst households on the housing waiting list and within Temporary Accommodation. Therefore, improving the speed, quality, and consistency of void refurbishment and re-letting activity is expected to have a positive impact on residents who share these protected characteristics, by increasing access to suitable accommodation and reducing delays in housing allocation.

10. **Use of Appendices**

Exempt Appendix A - All Void works Procurement Exempt report

11. **Background papers**

N/A