

LONDON BOROUGH OF CAMDEN	WARDS: All
REPORT TITLE Procurement strategy for void property works (housing) (HC/2026/03)	
REPORT OF Cabinet Member for Better Homes and Homelessness Prevention	
FOR SUBMISSION TO Cabinet	DATE 6 July 2026
STRATEGIC CONTEXT <p>We Make Camden is our joint vision for the borough, developed in partnership with our community. The proposed approach in this report contributes to the aspirations of We Make Camden by making sure Camden has enough decent, safe, warm, and family-friendly housing to support its communities.</p>	
SUMMARY OF REPORT <p>The Council has a large in-house repairs team delivering all day-to-day building repairs. The team expanded in April 2026 and now directly delivers repairs and servicing to domestic heating systems. The repairs service does however secure supply chain support for service areas where additional flexibility, capacity and elemental replacement is regularly needed, this includes work to empty Council owned homes (voids).</p> <p>This report seeks the approval of a procurement strategy for the procurement of two contractors to deliver repairs and refurbishment works to voids. One contract will be for the North of the borough and one for the South. This approach provides resilience and capacity when compared to having a single contractor appointed.</p> <p>The report is coming to Cabinet because based on 2025/26 budget figures the total estimated value of the contracts is £59.8m over their potential 7-year duration.</p> <p>Local Government Act 1972 – Access to Information</p> <p>No documents that require listing were used in the preparation of this report.</p> <p>Contact Officer:</p> <p>Tony Castle, 79 Holmes Road, London, NW5 3AX, Email – tony.castle@camden.gov.uk, Telephone – 07729 463496</p>	

RECOMMENDATIONS

1. Having due regard to the equalities impact assessment (Appendix 1 of the report), and the obligations in section 149 of the Equality Act 2010 to approve a procurement strategy for the provision of void property works with an estimated aggregate value of £59.8m over a potential 7-year term as set out in this report.
2. To delegate authority to award the contracts in accordance with the approved procurement strategy to the Executive Director Homes and Communities following consultation with the Cabinet Member for Better Homes and Homelessness Prevention and the Executive Director Corporate Services.

Signed:

A handwritten signature in black ink, appearing to read 'S. Upton'.

Director of Property Management

Date:

25 June 2026

1. CONTEXT AND BACKGROUND

- 1.1. The Council is landlord to 33,700 homes and has a statutory obligation to undertake repairs and maintenance to ensure the safety of residents. On average, 600 homes per year are vacated by the existing tenant. Before these empty homes can be relet, repairs and refurbishment works must be undertaken to ensure the property is of a lettable standard. Camden's stock is very diverse and therefore access to a wide range of trades is required to suit the profile of properties that become vacant.
- 1.2. The Council continues to make good progress on void performance, with improved turnaround times in key stages, additional resources to undertake repairs, a new lettings team, and more properties being brought back into use. As of April 2026, the Council had 357 active voids (1.49% of its stock), down from 461 in August 2025, and 123 held properties, which were held for a variety of reasons including Chalcots decants and those undergoing options appraisals.
- 1.3. Recently, the implementation of new real-time dashboards to monitor and drive performance and recent recruitment of a Head of Voids Programme, have reduced delays and improved efficiency. Since January of this year, median turnaround times for routine and minor voids are now approximately 42 days for repairs and approximately 18 days for lettings.
- 1.4. The existing term contracts for void property works reach their end date in January 2027 and officers are seeking approval to procure new contracts. This report is being submitted to Cabinet because, based on 2025/26 budget, the annual value of works was over £8m per annum.
- 1.5. Appointing two new contractors will help make sure the Council can deliver consistently high volumes of work in the required timescales, responding flexibly to the properties that become void, having capacity to replace elements as required and having access to the specialist trades that are sometimes required. It is noted that the in-house team has recently expanded to cover domestic heating systems, and it is not proposed that the team expands further at this stage. The Council will consider however which elements of the work can be insourced over time where this is in the best interests of the Council.

2. PROPOSAL AND REASONS

- 2.1. The proposed approach is to procure two measured term contracts through a competitive flexible procedure. The competitive flexible procedure (CFP) is a new way to run a procurement through competition. It is designed to give the Council more opportunity and choice in how you purchase the goods and services it needs. Unlike other procedures which follow set stages and timelines, there is no fixed template for this process, and it is largely dependent on the Councils particular requirements and preferences.
- 2.2. The service has set an award criteria based on 60% price and 40% quality. The weighting takes into account that this work is easier to specify than

reactive maintenance and that there are no residents in the dwelling. As such gaining access is much easier than for other repairs contracts.

- 2.3. To provide resilience in service delivery, the same contractor will not be able to win both contracts. To achieve this, the Council will issue two standalone Invitations to Tender allowing contractors to bid for both contracts. At the end of the tender process, the Council's Procurement team will cross-reference all tender scores and award to the most advantageous combination of responses subject one tenderer not being awarded more than one contract.
- 2.4. The proposal is to procure these services by January 2027 so that delivery can continue following the end of the current contracts in March 2027. Failing to secure an alternative supply chain will lead to extensive *ad hoc* procurement and the risks, costs and inconsistency this brings.
- 2.5. The Council also wants to minimise void turnaround times and maximise the rent collected through its homes being let promptly. By procuring experienced, term contractors to work to a clear specification with defined timescales for repairs and refurbishment we will be able to maximise income. Term contractors can also provide flexibility in the lettable standard. For example, providing furnished homes for use as temporary accommodation, adapting homes for those with mobility requirements, and refurbishing homes to the required standard for Camden Living Limited (CLL). Any delay to the refurbishment of a void property could therefore have an impact on rental income for the Council and CLL, vulnerable residents awaiting a suitable home, those waiting for temporary accommodation or a transfer. Appointing companies that have capacity to meet these varied demands will mitigate this risk.
- 2.6. The contracts will be for 7 years with a break clause at 5 years which will allow supply chain contractors the time to fully familiarise themselves with existing assets as well as offering the best value for money and Social Value.
- 2.7. To ensure strong delivery over the life of the contracts, the Council will implement a performance management framework which considers contractor performance and how this influences the allocation of work. Contractors will be required to meet clearly defined performance standards covering turnaround times, quality of works, cost control, customer satisfaction and compliance. Performance will be reviewed on a regular basis, with the Council retaining the ability to increase or reduce work allocation.
- 2.8. Formal performance review points will be built into the contracts, including a mid-term gateway ahead of the year 5 break clause. These reviews will assess whether contractors are consistently meeting required standards and delivering value for money, and will inform decisions on whether to continue, intervene, or reprocure. This approach is intended to provide strong incentives for sustained high performance over the contract term.

3. OPTIONS APPRAISAL

- 3.1 The following options were considered during the preparation of this report.

- 3.2 **Use an external public framework** - The Council uses external public frameworks from time to time. A framework could be used to procure the contracts rather than advertising the tenders through a Contract Notice under the Procurement Act 2023 and the Procurement Regulations 2024. In this instance the main constraint is that the services required by the Council do not always correspond to the agreed descriptions, desired performance management requirements and pricing schedules.

A further consideration is that external frameworks would not provide opportunities for local small and medium sized enterprises (SMEs) and suppliers to provide services to the Council. This would be taken into consideration as part of the proposed tender. This option is not recommended.

- 3.3 **Use a Camden specific framework** - The Council does commission frameworks, but similar to external frameworks, the framework conditions would not be tailored to Camden's requirements for void works, and bespoke contracts will provide greater control. The Camden specific framework which is due to go live later this financial year is primarily focussed on capital works. This option is not recommended.

- 3.4 **In-source** - It is not currently viable or recommended to bring this service in house. Camden's housing stock is very diverse, and the supply chain is much better placed to respond flexibly to the works that arise particularly as void properties often need elements to be replaced and may have more serious issues to address before reletting. The supply chain can also expand and contract as workloads fluctuate as they often do in relation to empty homes. This option is not recommended but the Council will review over time which elements of the work may be suited for direct delivery. This option is not recommended.

- 3.6 **Procure term contracts** - procure two measured term contracts with a reasonable duration, through a competitive flexible procedure. The competitive flexible procedure (CFP) is a new way to run a procurement through competition. It is designed to give the Council more opportunity and choice in how you purchase the goods and services it needs. By seeking a competition from the market, the Council will be able to select contractors that are experienced in the works required, be able to flexibly respond to changes in workload, secure value for money and bespoke Social Value commitments. This option is recommended.

- 3.7 **Do nothing** – to maximise rent collection and make homes available for those in temporary accommodation or waiting for a transfer, the Council must repair and refurbish empty homes as quickly as possible to the lettable standard. If the contracts expire without replacements in place the Council will find it very difficult to deliver the volumes required in a compliant manner or achieve any consistency. Works will also be at a higher cost as efficiencies will not be secured over time and no Social Value commitments would be secured.

4. **WHAT ARE THE KEY IMPACTS / RISKS? HOW WILL THEY BE ADDRESSED?**

4.1. The key risks and control measures are summarised below

Risk	Control Measures / Mitigations
Affordability of tenders	Tender contract sums will be scrutinised and assessed against the pre-tender estimates for this work
Market response	Known active suppliers in the market will be alerted to the opportunity
Service continuity	The Council will make sure there is a sufficient mobilisation period so that void work programmes can be maintained without delay
Small and medium sized enterprises do not apply	The Council will tailor the process to encourage SMEs. Actively monitor interest, including placing advertisements on commonly used portals

5. CONSULTATION/ENGAGEMENT

- 5.1. The Council will update District Management Committees and Tenants and Residents Association on this procurement strategy. An update on the delivery of void works will also form part of periodic updates on voids and / or performance to the Housing Scrutiny Committee.
- 5.2. The Equalities Impact Assessment is appended at Appendix 1.

6. LEGAL IMPLICATIONS

- 6.1. This report recommends the use of the competitive flexible procedure for the procurement of void property works in the borough. It is proposed that there be two measured term contracts tendered: one covering the north of the borough, and the other the south. The combined estimated value of both contracts is £59.8 million over a seven-year period. It is anticipated that the split will be equal in value across the two contracts at an estimated £4.275million each per annum. The proposed strategy will comply with the Procurement Act 2023, the Procurement Regulations 2024 and the Council's Contract Standing Orders (CSOs).
- 6.2. The CSOs require that Cabinet approve the strategy due to the estimated values involved in this procurement. The report recommends that the award of the contracts be delegated to the Executive Director Homes and Communities following consultation with the Cabinet Member for Better Homes and Homelessness Prevention and the Executive Director Corporate Services.
- 6.3. Legal Services will assist in the procurement and drafting of contract documentation required in the implementation of this procurement strategy if approved by Cabinet.

7. RESOURCE IMPLICATIONS

- 7.1 The contracts will be non-exclusive, allowing work to be reallocated where contractors reach capacity or underperform, ensuring continuity of delivery.

- 7.2 The contracts have variable elements and therefore partially controllable by the Council. The contracts will not be tied to a fixed amount spend, therefore if required, activity can be slowed down if there are funding constraints.
- 7.3 The contracts will only cover voids relating to General Needs HRA and HRA Capital, with some recharging done to TAPP. The value of the expected annual contract spend is an estimate to go out to tender, as the works are variable, budget holders will need to manage their spend within the budgets set.
- 7.4 Total expected annual spend across both contracts is £8.55m which is within the combined capital and revenue 2026/27 budget allocated for void works. Over 7 years, this will be £59.85m (before inflation) and approx. £65.51m after inflation (based on CPI inflation (+1%) assumption of 3% each year).
- 7.5 Each year the Council applies inflationary increases to revenue budgets so future indexation on these contracts will be met through this process. For the Capital budget, each year at the First Capital Review (FCR), review of future year spend is made and reallocations are made accordingly depending on programmes and funds available through the Major Repairs Reserve (MRR). Any additional funding required for these contracts will need to be considered at this time.
- 7.6 Close monitoring is required to ensure accurate classification of expenditure (e.g. revenue or capital) and that spending remains within allocated budgets.

8. ENVIRONMENTAL IMPLICATIONS

- 8.1 The successful suppliers will be required to commit that when using small vans (“light commercial vehicles”) up to 3,500kg, as a minimum to meet Euro 6c (diesel or petrol). “Heavy – duty diesel engines” and “Large Goods Vehicles” shall be Euro VI. Alternatively, hybrid or zero emission vehicles may be used (if hybrid, the internal combustion engine shall be a minimum Euro 6c or Euro VI). These standards will be required to be complied with at all times and a monitoring report will be required to be submitted to provide evidence of compliance in accordance with the contract requirements.
- 8.2 The successful suppliers will need to demonstrate how they manage and recycle on-site and office waste as appropriate and have set procedures in place in order to limit the affect their waste has on the environment. This will include good waste management protocols, delivering training & awareness sessions to relevant persons, considering the life cycle of product when making the initial purchase and ensuring the supply chain has appropriate waste management plans and licenses.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1. A summary of the key milestones for implementation is set out below.

Key milestones	Indicative dates (or range)
Procurement strategy report – Cabinet	Jul 2026
Tender notice	Jul 2026
Conditions of participation (COP)	Jul - Aug 2026

Key milestones	Indicative dates (or range)
Invitations to tender (ITT)	Aug - Oct 2026
Contract Award	Nov 2026
Contract Award Report – Executive Director Homes and Communities following consultation with the Cabinet Member for Better Homes and Homelessness Prevention (to be delegated by Cabinet)	Dec 2026
Winning Tenderer’s Social Value Delivery Plan logged	Dec 2026
Transition to the new arrangements	Jan - Feb 2027
Contract start dates	Apr 2027

10. APPENDICES

Appendix 1 – Equalities Impact Assessment

REPORT ENDS