

**Committee:** Cabinet **Date:** Tuesday,  
**Title:** Housing Repairs & Maintenance Service 9 June 2026  
Forward Plan for Procurement  
**Portfolio Holder:** Cllr Arthur Coote, Portfolio Holder for  
Housing and Equalities  
**Report Author:** Brian Burton, Interim Director of Property **Key decision:** Yes

## Summary

1. In December 2025, the Council took the decision to bring the Housing repairs and maintenance service under direct Council control from 1 April 2026 to improve service delivery and responsiveness to tenant needs.
2. The new in-house repairs and maintenance service is established and new arrangements for supply of goods, services and consultancy support were put in place by 1 April 2026 to support delivery of the in-house service model.
3. In March 2026, the Government confirmed that it is minded to create a new West Essex Council comprising the areas of Uttlesford District Council, Harlow Council and Epping Forest District Council, together with services and responsibilities disaggregated from Essex County Council. The process of Local Government Reorganisation is considered when making recommendations within this report, in particular in the proposed approach for initial term and options for extension.
4. A period of transition and stabilisation has enabled the service to gather insight on the full nature and type of goods and services required to underpin the in-house service delivery model. As a result, a schedule of medium-term procurements has been developed and it is the intention to complete activity detailed in this schedule during financial year 2026-27. These procurements are intended to run up to and through the transition period for Local Government Reorganisation allowing for continuity of service.

## Recommendations

5. To approve the procurement approach set out in point 15 to 21.
6. To approve the schedule of procurement activity outlined in Table 1 Schedule of Procurement Activity for 2026-27 at point 13.
7. To delegate authority to the Strategic Director for Housing to award contracts for an initial two-year term for an estimated **annual** value of £8,200,000 as set out in the schedule of procurement activity in point 13 and with the application of the Council's governance frameworks for procurement, finance and HR.

8. To delegate authority to the Strategic Director for Housing to manage spend against these contracts, ensuring that annual spend remains within the Housing Revenue Account agreed revenue budget and capital programme budget.

### Financial Implications

9. The total revenue cost of the works listed below is estimated at £4.090m against a Repairs and Maintenance budget agreed by Council of £4.092m. If these works were all completed as estimated they would almost completely use up this budget.
10. The total capital cost of the works listed below is estimated at £4.692m against an agreed Existing Stock Maintenance capital budget of £4.692m. If these works were all completed as estimated they would leave £582k in this budget.

### Background Papers

11. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.
  - a. Cabinet Report 16 December 2025 (Part 2)
  - b. Scrutiny Committee Report 3 February 2026
  - c. Full Cabinet Budget approval February 2026
  - d. Leader Decision to approve award of contracts for goods and services to underpin the in-house service delivery model (1 April 2026)

### Impact

- 12.

Communication/Consultation	Tenant engagement workshops have been carried out to shape future service design. This insight will inform medium term procurement plans and requirements.
Community Safety	N/A
Equalities	The right supplies and services to support delivery of high quality repairs and maintenance services to tenants of the Council's housing stock will support equalities.
Health and Safety	Suppliers and their employees will be assessed in line with the competence requirements of the Building Safety Act to ensure that they are competent to undertake the work. Once awarded, safety will continue to be monitored through audits and reported through KPIs and inspection reports.

Human Rights/Legal Implications	The right supplies and services to support delivery of high-quality repairs and maintenance services to tenants of the Council's housing stock will ensure the council meets its legal obligations as a landlord.
Sustainability	Sustainability outcomes have been considered in use of local suppliers for general building and plumbing components to minimise materials-miles when delivering works. Sustainability will be further addressed through medium term procurement
Ward-specific impacts	N/A
Workforce/Workplace	The right supplies and services to support delivery of high quality repairs and maintenance services to tenants of the Council's housing stock will ensure employees can deliver on their individual and service objectives.

## Situation

13. Table 1 Schedule of Procurement Activity for 2026-27 sets out categories of spend that have been identified for procurement activity during 2026-27. It should be noted that if other requirements are identified, these will be added to the procurement schedule and if further governance is required, it will be actioned accordingly. The annual values stated represent maximum anticipated spends allowing for headroom as delivery plans evolve and to provide flexibility to respond to service needs.

- Table 1 Schedule of Procurement Activity for 2026-27

Category	Details	Value (annual)
Void Works and property adaptations	Securing vacant properties. Assessment, clearance and completion of void property work to the council's lettable standard. Assessment, design and construction work necessary to adapt dwellings or communal areas to improve access for residents. Remedial works to get ready to let	Up to £900,000 (approximately 60/40 revenue / capital split)

Damp and mould remediation	Reactive damp and mould remedial works including cleaning. Planned upgrade, repair and remedial works to prevent damp and mould.	Up to £250,000 (approximately 50/50 revenue / capital split)
Kitchens & Bathrooms	Planned and reactive major repairs, upgrades and renewals.	Up to £500,000 (all capital)
Specialist Survey work (Separate specialist suppliers)	Damp and mould surveys and assessment. Structural surveying, assessment and remedial works design. Fire risk assessment. Fire door and compartmentation surveys and assessment. Asbestos survey and assessment, consultancy, bulk analysis, air testing and four stage clearance.	Up to £500,000 (approximately 80/20 revenue / capital split)
Asbestos Removal	Licensed and non-licensed asbestos removal.	Up to £250,000 (approximately 80/20 revenue / capital split)
Heating & Gas Servicing and renewals, Electrical inspections, remedial works and upgrades.	Gas Servicing and maintenance. Planned and reactive boiler and heating upgrades and renewals. Planned and reactive heating decarbonisation including ASHP and PV installation. Periodic electrical testing, remedial works and upgrades. Domestic CO and fire detection, testing, maintenance, upgrade and replacement.	Up to £2,400,000 (approximately 60/40 revenue / capital split)
Drainage	Reactive repairs, unblocking, jetting and CCTV inspection. Remedial works. Planned maintenance including tank emptying and gully cleaning.	Up to £150,000 (approximately 80/20 revenue / capital split)
Windows and doors	Reactive repairs including replacement. Planned replacement.	Up to £500,000

		(approximately 20/80 revenue / capital split)
Fire	Emergency lighting testing and remedial works. Portable fire extinguisher maintenance and replacement. Fire alarm system maintenance and upgrades.	Up to £150,000 (approximately 70/30 revenue / capital split)
Roofing	Reactive repairs. Planned roofing renewals programme (including integrated PV system installation).	Up to £750,000 (approximately 20/80 revenue / capital split)
Stair Lifts and Passenger Lifts	Lift servicing and maintenance. Upgrades and improvements.	Up to £200,000 (approximately 20/80 revenue / capital split)
Water Hygiene	Risk assessment. Remedial works. Testing, sampling, cleaning and flushing.	Up to £100,000 (approximately 80/20 revenue / capital split)
Lightning conductor maintenance	Risk assessment. Periodic inspection and testing. Remedial works and upgrades.	Up to £50,000 (approximately 80/20 revenue / capital split)
Construction materials	Supply and delivery of construction materials to enable the operation of the council's DLO and contractors working on behalf of the council. Supply and delivery of specialist mechanical and electrical components and materials to enable the operation of the council's DLO and contractors working on behalf of the council.	Up to £1,500,000 (approximately 50/50 revenue / capital split)

13. Following the government's decision to implement Local Government Reorganisation in this area through creation of a West Essex Council, officers have commenced engagement with counterparts in Harlow Council and Epping Forest District Council. At this early stage of the transition process, there are no formal partnering arrangements for procurement of goods and services for the Housing Service. However, officers will continue to review and update the position alongside delivery of the procurement scheduled to ensure

that any opportunities for alignment or joint working are optimised. The proposed term of contracts allows flexibility for future alignment of procurement practice and service delivery.

14. The Housing Service have engaged with the Council's procurement partner, Chelmsford City Council, to assess the optimal routes to market for these categories of spend.
15. The procurement activity will be predominantly carried out making use of framework arrangements, including specialist Housing frameworks, that comply with public procurement regulations to access suppliers that have been pre-approved through a competitive process, reduce procurement effort and cost, and access competitive pricing. Where a framework arrangement is not available for a category of spend, the Housing Service will complete a procurement process in line with the Council's Contract Procedures and Rules.
16. The default approach adopted will be to carry out a mini competition within the selected Framework to ensure value for money. Direct Award will be utilised only where available via the framework and where a time or specification constraint applies.
17. The contract terms will be tailored to the category of spend, but will generally be for 2 years with the option to extend the arrangement for a further two years in one-year increments.
18. Incumbent suppliers will be signposted to join dynamic frameworks where possible and appropriate.
19. The Strategic Director for Housing will have oversight of the procurement activity and will have delegated authority to award contracts for the schedule of procurement work set out in Table 1 Schedule of Procurement Activity for 2026-27.
20. The Strategic Director for Housing will manage spend against these contracts and ensure that spend remains within the budget envelope approved for the Housing Revenue Account in February 2026 (and annually thereafter).
21. The Council's contract register will be updated with all new contract arrangements.

## Risk Analysis

22.

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigating actions</b>
There is a risk of local suppliers not being able to	2	2	Engage with framework providers and incumbent suppliers

access opportunities contracted through frameworks			to identify options for engagement in dynamic frameworks
There is a risk that the contract arrangements are too restrictive given 2028 transition to a new unitary council model	1	3	Let contracts for an initial two year period with option to extend

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.