

LONDON BOROUGH OF CAMDEN	WARDS: All
<p>REPORT TITLE</p> <p>Approval of the Procurement Strategy for the Supply of General Building Materials (All Wards) (SC/2025/51)</p>	
<p>REPORT OF</p> <p>Cabinet Member for Better Homes</p>	
<p>FOR SUBMISSION TO</p> <p>Cabinet</p>	<p>DATE</p> <p>25th February 2026</p>
<p>STRATEGIC CONTEXT</p> <p>We Make Camden is our joint vision for the borough, developed in partnership with our community. This procurement strategy supports We Make Camden by helping make sure Camden has enough decent, safe, warm, and family-friendly housing to support its communities.</p>	
<p>SUMMARY OF REPORT</p> <p>This report sets out the proposed procurement strategy for the appointment of a building materials provider. The provider will supply materials used to repair and maintain the Council's Housing Stock, the materials will be provided to the Council's depots and vans and will be used by the in-house team's workshops. By appointing a supplier through a competitive process, the costs of materials will have more clarity and because of the volume being purchased the Council will benefit from discounted prices and Social Value provided by the supplier.</p> <p>The report is coming to the Cabinet because the total contract value is expected to be above £10m and therefore the strategy to procure requires Cabinet approval.</p> <p>Local Government Act 1972 – Access to Information</p> <p>No documents that require listing have been used in the preparation of this report.</p> <p>Contact Officer: Tony Castle, 79 Holmes Road, London NW5 3A, 07729 463496, tony.castle@camden.gov.uk</p>	
<p>RECOMMENDATIONS</p> <p>That having due regard the equalities impact assessment at Appendix 1:</p> <ol style="list-style-type: none"> 1. The procurement strategy for procurement of a building materials supplier using the Procurement for Housing (PfH) Materials framework, with tender 	

evaluation based 60% on price and 40% quality, including 10% for social value, for a contract period of 5 years, with an estimated total value of £10m (excluding VAT), be approved.

2. Authority to award the contract in accordance with the approved procurement strategy be delegated to the Executive Director Homes and Communities following consultation with the Cabinet Member for Better Homes.

Signed:

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

Director of Property Management
Homes and Communities

Date: 13th February 2026

1. CONTEXT AND BACKGROUND

- 1.1. The Council's housing stock is made up of approximately 22,500 tenanted and 10,000 leasehold homes. As landlord, the Council has a statutory responsibility to deliver repairs to these homes that will keep them safe, free from damp and mould and in good working order.
- 1.2. The Council has an in-house team which delivers over 60,000 repairs per year to the Council's housing stock. These repairs require materials, for example timber, cement, paint, electrical items as well as fixtures and fittings such as door handles and taps.
- 1.3. The Council operates its own stores at the Holmes Road Depot where trade staff collect materials that have been delivered from a supplier. Trade staff also use supplier depots directly where necessary to replenish their van stock. The materials will also be used by the workshops, e.g. metalwork, joinery and glazing, located within the depot.
- 1.4. As the in-house team buys materials from a varied range of suppliers this makes it harder to secure consistent value for money, and it does not secure social value for local communities.
- 1.5. This report sets out the proposed procurement strategy for the award of a long-term contract to a materials provider.

2. PROPOSAL AND REASONS

- 2.1. Officers have reviewed spend on materials over the last 4 years to identify the estimated annual value of the contract for supply of general building materials.
- 2.2. The proposed approach is to run a competitive process through the Procurement for Housing (PfH) Materials framework. The use of a framework offers better value for money as suppliers are supplying many other Councils and businesses, providing greater bulk discounts. This framework also provides the best opportunity for local suppliers to tender.
- 2.3. The new contract will be for a maximum of 5 years with contractual break clauses included. This will give the supplier sufficient time to mobilise, deploy their systems and van stock solutions and deliver significant social value
- 2.4. The contract will be non-exclusive, retaining the flexibility to purchase materials from any relevant supplier. As such, if the appointed supplier has reached capacity, and cannot source specific specialist materials, or is not performing, then orders can be moved to another supplier who is able to deliver.
- 2.5. The supplier must provide general building materials and associated services including but not limited to; all heavy side products including timber, boards, roofing, insulation, bricks, blocks, paving and drainage, cement and plaster, carpentry and woodwork, insulation products, tool purchase, kitchens & bathrooms, alarms (smoke/heat/carbon monoxide), ironmongery, general building materials, electrical accessories, lighting, cable and wiring, ventilation products, renewable electrical solutions and low carbon technologies.

- 2.6. Additionally, suppliers can provide van stock management solutions, delivery to store, van, other remote solutions as well as branch collection. By purchasing materials from a national supplier, the Council will be better able to monitor, analyse and audit spend through centralised reporting mechanisms.
- 2.7. The annual value for the Contract is estimated to be £2m per year (excluding VAT) based on current spend analysis and at October 2025 prices.
- 2.8. Suppliers will be required to commit to a minimum level of social value over the term of the contract. Officers have consulted Camden's social value team and agreed various measures that are proportionate to the size of the contract including two apprenticeships for Camden residents, five paid work placements, ten work experience opportunities, ten days training and volunteering days as well as support for wider Camden initiatives such as foodbanks. Bidders can offer more than the minimum sought through the tender process.

3. OPTIONS APPRAISAL

- 3.1. **Option 1 – Do Nothing.** The in-house team will continue to buy materials *ad hoc*, making it harder to secure value for money, this approach will also not secure social value commitments. Also, to do nothing and remain compliant with the Procurement Act 23 will take extensive administration and repeated quotations and supplier engagement. This option is not recommended.
- 3.2. **Option 2 – Procurement through open competition.** The Council does use open and other competitive procedures for the procurement of term contractors. The process typically takes 12-18 months from initial approvals through to appointment and mobilisation. In this instance the main constraint is that this procedure would not provide the best value for money. Suppliers would be able to provide discounts based on Camden's volume of spend only. A supplier on a framework has already priced a significant volume discount that is likely to be greater than that which it could offer Camden individually. This option is not recommended.
- 3.3. **Option 3 – Procurement through further competition using established framework.** Frameworks have already established, through a competitive and compliant process, a list of competent contractors capable of supplying building materials and associated services. As such, the Council can be assured that any appointed supplier has the skills and experience to work in this service area. Camden procurement teams will work with the framework provider to run a further competition to ensure the Council's exact requirements can be procured. This option is recommended.

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

- 4.1. The table below sets out the perceived risks and mitigation actions.

Risk	Control Measures / Mitigations
Affordability of the Supplier	Tender contract sums will be independently scrutinised and collectively fall within budget allocations. A cost manager will be undertaking the assessment and routinely auditing cost and value working alongside the framework provider who will audit costs on a bi-annual basis.
Transition to Net Zero	The procurement will specify that the supplier is to support the Council to transition to net zero by providing a wide range of materials and components.
Contract performance	The procurement will clearly specify what performance is required and include mechanisms to allow effective contract and performance management.
Service continuity and compliance maintained	The Council will make sure there is a sufficient mobilisation period so that servicing and inspection programmes can be maintained. We will have a documented and managed de-mobilisation plan that will be resourced by an experienced contract manager.
Insufficient bids	The Council will utilise a recognised national framework with pre-qualified national and local providers already operating in London.

5. CONSULTATION/ENGAGEMENT

- 5.1. The procurement of a materials supplier does not require leasehold consultation.
- 5.2. The timely delivery of materials at a competitive price will support the in house delivery of day to day repairs and updates on progress can be provided in wider reports on the repairs service to groups such as District Management Committees, for example on how value for money is being secured.
- 5.3. An Equalities Impact Assessment has been carried out and is attached as Appendix 1. The requirements of those with protected characteristics that may be affected by this procurement have been taken into consideration.

6. LEGAL IMPLICATIONS

- 6.1. Legal Services has reviewed this report in light of the Council's Contract Standing Orders (CSOs) and the Public Contracts Regulations 2015 (PCR).
- 6.2. This report sets out the proposed procurement strategy for the appointment of a building materials provider for a contract for a maximum of 5 years with contractual break clauses included.
- 6.3. The proposed framework was established prior to the Procurement Act 2023 came into effect and accordingly it would be compliant if the procurement is conducted under the PCR.
- 6.4. Legal Services considers that the recommended options are in compliance with the CSOs and PCR.

7. RESOURCE IMPLICATIONS

- 7.1. This report sets out the proposed procurement strategy for the appointment of a building materials provider for a contract for a maximum of 5 years with contractual break clauses included.
- 7.2. The annual value for the Contract is estimated to be £2m p.a. (excl. VAT). There is sufficient budget within the Housing Revenue Account (HRA) to fund the proposed contract.
- 7.3. The contract has variable elements and therefore the tender sum is partially controllable by the Council. By appointing a supplier from a recognised framework, the costs of materials will have more clarity and could also lead to savings from suppliers' discounted prices due to volume of orders.
- 7.4. The price of materials is reviewed bi-annually through an independent process operated by the framework provider. The supply must provide PfH with evidence backed price alterations that may increase or decrease. PfH are responsible for challenging, validating and approving the request to alter a price and will then communicate that to Camden officers.
- 7.5. Each year the Council applies inflationary increases to its budgets so future indexation on these contracts will be met through this process.

8. ENVIRONMENTAL IMPLICATIONS

- 8.1 **Green travel** - The use of physical transportation will be minimised where possible and where the use of transport is necessary, e.g. to deliver to Holmes Road or direct to site, the use of bulk delivery/ consolidation solutions will be encouraged. In addition, a van stock solution will be investigated to reduce the number of return trips operatives must make to replenish materials. The supplier will align to the Council policies that work toward reducing CO2 and greenhouse gas emissions.
- 8.2 **Recycling & Waste Management** - The supplier will link into the existing direct labour team at Holmes Road and will manage and recycle waste as appropriate within the existing set procedures. This includes considering the life cycle of products when making the initial purchase, ensuring the supply chain has appropriate waste management plans and licenses relevant to the potential waste materials and ensuring waste materials are disposed of without impacting local air quality through harmful practices
- 8.3 **Energy Usage & Carbon Management** - The team will be committed to reducing energy usage and carbon emissions by, for example switching off unused equipment in order to save energy, ensuring all equipment is utilising power-saving or energy efficient and aiming to continually improve their environmental performance and reduce CO2 emissions.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1. An indicative time is supplied below.

Key milestones	Indicative Date (or range)
Procurement strategy report – Cabinet	25 Feb 2026
Invitations to tender issued	Feb 2026
Deadline for submission of tenders	Mar 2026
Tender evaluation and clarification period	Apr/May 2026
Contract Award	Jun 2026
Winning Tenderer’s Social Value Delivery Plan logged	Jul 2026
Standstill Period – 8 working days	Aug 2026
Contract signature / sealing	Aug 2026
Transition to the new arrangements	Aug - Oct 2026
Contract start date	Oct 2026

10. APPENDICES

Appendix 1 – Equalities Impact Assessment

REPORT ENDS