

**CABINET PROCUREMENT & INSOURCING COMMITTEE
COMBINED BUSINESS CASE AND AWARD REPORT (INSOURCING OR
OUTSOURCING DECISION)**

Title of Report	Property Asset Management [PAM] - Planned External Works 26/27 1+1		
Key Decision No.	HCE S697		
For Consideration By	Cabinet Procurement Insourcing Committee		
Meeting Date	13 April 2026		
Cabinet Member	Cllr Guy Nicholson, Deputy Mayor and Cabinet Member for Housing Management and Regeneration		
Classification	Open		
Ward(s) Affected	All Wards		
Key Decision	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%; text-align: center; vertical-align: middle;">Yes</td> <td style="vertical-align: top;">Reason Significant in terms of its effects on communities living or working in an area comprising two or more wards and involves significant spending</td> </tr> </table>	Yes	Reason Significant in terms of its effects on communities living or working in an area comprising two or more wards and involves significant spending
Yes	Reason Significant in terms of its effects on communities living or working in an area comprising two or more wards and involves significant spending		
Implementation Date if Not Called In	22 April 2026		
Group Director	Rickardo Hyatt - Group Director, Climate, Homes and Economy		
Report Author	Daisy Clarke, Contract Delivery Manager, daisy.clarke@hackney.gov.uk		
Contract Value (both Inclusive of VAT and Exclusive of VAT for the duration of the contract including extensions)	<p>Up to £30,000,000.00 (thirty million pounds) ex VAT / £36m inc VAT</p> <p>Split between 2 contractors.</p> <p>Year 1: Contractor 1 - £9,000,000.00 Year 1: Contractor 2 (SME) - £6,000,000.00 Year 2: Contractor 1 - £9,000,000.00 Year 2: Contractor 2 (SME) - £6,000,000.00</p>		

	<p>Overall Programme Total: £30,000,000.00 (thirty million pounds)</p> <p><i>*To be noted; the £30m is the theoretical financial capacity of draw down spend rather than a committed actual spend under this award, this award will be superseded by the Competitive Open Flexible Procedure which is underway - Planned Internal, External & Fire Safety Works 2026 - Medium Term Contract CHE S558 - 6 October 2025</i></p>
<p>Contract Duration (including extensions e.g. 2 yrs + 1 yr + 1 yr)</p>	<p>1 yr +1 yr*</p>

1. Cabinet Member's Introduction

- 1.1 The Council recognises its role as a responsible social landlord, it is responsible for a portfolio of over 30,000 Council homes in its ownership, and is committed to ensuring that these homes are safe, compliant and well-maintained decent homes for residents.
- 1.2 The purpose of this report is to request approval from CPIC for a revised delivery approach to the Planned External Works element of the Council's wider Housing Capital Programme. The proposal includes a Stage 1 interim contract to maintain continuity of delivery while the Council progresses procurement and statutory processes for the longer-term Internal, External and Fire Safety Works framework. The Stage 1 contract will enable essential external works, which includes roofs, windows, communal decorations and external walls.
- 1.3 The proposed approach is in line with the Housing Asset Management Strategy 2019–2027 and supports a planned, preventative approach to investment in the housing stock. Maintaining momentum in the delivery of external works reduces the risk of asset deterioration, mitigates future reactive repair costs, and ensures that homes continue to meet the Decent Homes Standard.
- 1.4 A key benefit of the proposed approach is the continuity achieved by directly awarding the Planned External Works contracts under an existing framework arrangement to the same contractors currently delivering the Council's approved Kitchens and Bathrooms programme. This includes one Tier 1 contractor and one Small and Medium-Sized Enterprise (SME), maintaining a balanced delivery model that supports both capacity and local economic participation..

- 1.5 Retaining the same delivery partners enables a consistent approach to delivery standards, resident liaison, communication standards and contract management across related capital programmes, reducing interface risk and avoiding unnecessary duplication of mobilisation activity during a defined transitional period.
- 1.6 In addition to safeguarding the condition and safety of homes, the proposed contract will deliver wider social value benefits. These include continued support for SMEs, local employment and skills development, apprenticeships, and fair employment practices. Social value, sustainability and equality outcomes will be contractually secured and monitored through performance management arrangements, ensuring that investment in the Council's housing stock delivers tangible benefits for residents and the wider community.
- 1.7 I commend this report to CPIC.

2. Group Director's Introduction

- 2.1 This report details the proposed procurement and delivery strategy for a time-limited 1+1 Planned External Works contract, forming part of the Council's wider strategic procurement approach and to complement the ongoing procurement of an Internal, External and Fire Safety Works (2+1+1) contract that is expected to be in place late 2026. The interim external programme has been shaped by stock condition survey data, compliance requirements and asset intelligence prioritising investment across fully council-owned residential properties over the next two financial years. This arrangement complements the broader 2+1+1 strategic procurement, enabling condition-led investment to continue in a phased and proportionate manner while the longer-term medium-term contract is finalised. It ensures that asset protection and lifecycle management priorities identified through survey data are progressed without interruption.
- 2.2 The programme is essential to maintaining continuous investment in the Council's housing stock and will deliver capital investment to building exteriors, including roof and window replacements and enhancements to external and communal areas. These works are critical to ensuring statutory compliance, building safety, and the long-term sustainability of the Council's homes.
- 2.3 Utilising an existing framework for delivery ensures that projects can be executed at the necessary scale and pace while effectively managing risk and maintaining value for money. This approach circumvents the delay, cost and operational risk typically associated with expanding in-house capacity for a programme of this size and technical complexity.
- 2.4 It is recommended that the delivery of Planned External Works be aligned with the existing Kitchens and Bathrooms contracts, in order to provide

continuity across related capital programmes. Utilising the same Tier 1 and SME contractors supports a unified approach to contract management, resident engagement, performance monitoring and governance, thereby enhancing oversight of quality, cost and programme delivery.

- 2.5 The proposed approach also supports the Council's social value objectives by maintaining and extending commitments already embedded within the existing contracts, including apprenticeships, local employment, SME engagement, ethical supply chains and fair employment practices such as payment of the London Living Wage.
- 2.6 Social value, sustainability and equality considerations will be embedded within the Employer's Requirements and monitored through established contract management and governance arrangements. This will ensure that the programme delivers not only physical improvements to homes but also wider economic and social benefits for Hackney residents.
- 2.7 This report is presented as a combined Business Case and Award Report in order to avoid unnecessary delay to essential capital works. The Council is currently progressing the larger-scale Internal, External and Fire Safety Works (2+1+1) procurement, however, that procurement is not anticipated to conclude until late 2026 and may extend into 2027 depending on negotiation phases required to secure best value. Given the scale of the programme, the implications of the Building Safety Act 2023, and the increased capital allocation for 2026/27, it is necessary to implement a time-limited interim arrangement to maintain continuity of delivery. A combined report is therefore considered proportionate and appropriate to prevent delay to essential building envelope works.

3. Recommendation(s)

This is a combined Business Case and Award Report.

The Cabinet Procurement and Insourcing Committee is recommended to:

- 3.1 Approve the outsourcing of Planned External Works to fully council-owned residential properties (non section 20) through the use of an existing framework arrangement, with a total estimated value of up to £30,000,000 (thirty million pounds) and a contract term of up to two years (1+1) - where Finance approve such Contracts before their award.**
- 3.2 Approve the proposed delivery approach, including the direct award of contracts under the framework to two contractors, comprising one Tier 1 contractor and one Small and Medium-Sized Enterprise (SME) contractor, with work allocation structured to ensure deliverability, appropriate risk management, and value for money, as well as**

fulfilling the Council's policies for employment, climate and the environment.

- 3.3 Delegate authority to implement the approved outsourcing and procurement approach, including the approval of any necessary call-off arrangements under the framework, to the Group Director, Housing Climate and Economy, in consultation with the Group Director, Finance and Corporate Resources and the Cabinet Member for Housing Management and Regeneration.**

4. Preferred Option

4.1 Affordability, Value for Money and Best Value

The preferred option is to outsource the delivery of Planned External Works to fully council-owned residential properties through the use of an existing framework arrangement, with contracts awarded by direct award.

This approach represents the most cost-effective solution for the Council, as it allows for the delivery of external projects at the required scale, pace, and technical complexity, without incurring the significant costs, delays, and operational risks associated with expanding in-house capacity. Utilising a recognised framework enables access to pre-qualified contractors who have already undergone a competitive assessment, ensuring that quality, capacity and commercial viability have been thoroughly tested in advance.

From a financial perspective, outsourcing via a framework offers greater cost certainty and flexibility than an insourced delivery model. The Council has been able to avoid the fixed and ongoing costs associated with recruitment, training, specialist supervision, plant, equipment, and overheads that would have been required to deliver an equivalent programme through the DLO. Instead, costs are directly linked to delivery. This allows expenditure to be managed in line with approved capital budgets and programme priorities.

The preferred option also mitigates exposure to market volatility and inflationary pressures by providing structured pricing mechanisms and contractual controls, supported by benchmarking and ongoing cost monitoring through established governance arrangements. Taken together, these factors demonstrate that outsourcing through a framework is the most proportionate, affordable, and value-for-money approach available to the Council at this time.

When determining the most cost-effective solution, the Council has taken into account not only the initial expense and financial viability, but also the feasibility of implementation, potential risks, the outcomes for residents, and the broader social benefits. The preferred option ensures continuity of delivery using established contractors with proven performance, thereby

reducing mobilisation risk and avoiding the inefficiencies and cost associated with resetting delivery arrangements during a transitional period.

4.2 Business Need

The Council has a legal obligation to maintain and repair its housing stock and to ensure that buildings remain safe, durable and fit for purpose. Planned External Works form a critical component of the Capital Programme, addressing deterioration to the external fabric of buildings and preventing the escalation of defects into more serious structural, compliance or health and safety issues.

The Council is currently progressing a medium-term external works contract through procurement, which will include mixed-tenure properties and therefore requires additional statutory, commercial, and mobilisation processes prior to implementation. During this transition period, there is a clear operational and asset management need to maintain momentum in the delivery of external works to fully council-owned properties.

Without an interim outsourcing arrangement, the Council would face a significant risk of delay to Planned External Works. Such delays would increase the likelihood of water ingress, fabric deterioration, and reactive repair demand, resulting in higher long-term costs, reduced asset life, and potential adverse impacts on resident safety and satisfaction.

The preferred option ensures continuity of delivery during this period, enabling the Council to respond effectively to asset condition priorities while maintaining alignment with longer-term strategic procurement objectives. It provides a pragmatic and controlled mechanism for sustaining planned investment in the external fabric of the Council's housing stock while the medium-term contractual arrangements are finalised.

4.3 Deliverability and Capacity

A key consideration in determining the preferred option has been the Council's capacity to deliver the external works programme at the required scale and pace.

The DLO currently operates with finite staffing levels and specialist capability. While it plays an important role in responsive and planned maintenance, it does not have the capacity or technical breadth to deliver a large-scale external works programme of this nature without substantial expansion. Any attempt to insource delivery at this stage would require significant recruitment, training, and investment in specialist skills and equipment, introducing unacceptable lead-in times and delivery risk.

By contrast, outsourcing through an established framework provides immediate access to experienced contractors with proven capability in delivering complex external works in occupied residential environments. This approach reduces mobilisation risk, ensures continuity of delivery, and

enables the Council to respond flexibly to programme priorities and funding availability.

Deliverability is further strengthened by aligning the external works programme with the Council's existing Kitchens and Bathrooms contracts, which are already mobilised and delivering at scale. Retaining the same delivery partners enables consistent standards, established governance and an integrated approach to contract management and resident liaison across related capital programmes.

4.3.1 Continuity of delivery

The ability to continue delivering Planned External Works to fully council-owned residential properties during the transition to the medium-term Internal, External and Fire Safety Works contract, avoiding gaps in delivery that would otherwise increase asset risk, reactive repair demand and long-term cost.

4.3.2 Asset protection and lifecycle extension

Targeted investment in the external fabric of buildings will reduce the incidence of unplanned failures, extend asset life, and mitigate future reactive repair costs.

4.3.3 Value for money and financial control

Outsourcing through a framework enables cost certainty, scalability, and alignment with approved capital budgets, while avoiding the fixed costs associated with expanding in-house provision.

4.3.4 Quality and compliance

The use of pre-qualified contractors, supported by robust contract management and inspection arrangements, ensures that works are delivered in accordance with technical standards, health and safety requirements, and contractual obligations.

4.3.5 Resident experience

Improved building conditions and reduced defects contribute to enhanced resident satisfaction, while structured communication and resident liaison arrangements help manage disruption during works.

4.3.6 Strategic alignment

The preferred option supports the Council's wider asset management objectives and provides a coherent bridge between short-term operational delivery and longer-term procurement strategy.

4.4 Having considered insourcing and alternative delivery models, outsourcing through an existing framework arrangement is assessed as the most

deliverable, proportionate, and value-for-money option available to the Council.

It provides the optimal balance between affordability, capacity, risk management, and strategic alignment, ensuring that essential external works can continue to be delivered to fully council-owned properties while the medium-term external works contract progresses through procurement.

- 4.5 A further key consideration in determining the preferred option is the benefit of maintaining continuity of delivery and contract management by directly awarding the external works contracts under the existing framework arrangements to the contractors currently delivering the Council's approved Kitchens and Bathrooms programme.

The delivery model comprises one Tier 1 contractor and one Small and Medium-Sized Enterprise (SME), providing the necessary capacity and resilience while supporting SME participation and local economic benefit.

This approach reduces interface and mobilisation risk, avoids duplication of systems and processes, and enables the Council to maintain a single, coherent contract management and governance model across internal and external workstreams. It also allows social value commitments already embedded within the existing contracts — including apprenticeships, local employment and fair employment practices — to be maintained, monitored and extended, rather than reset.

5. Alternative Options Considered and Rejected

5.1 Insourcing – Delivery of External Works through the Council's DLO

The option to deliver the Planned External Works programme through the Council's Direct Labour Organisation was considered. This option was rejected as the DLO does not currently have the capacity, specialist skills, or resources required to deliver the scale and technical complexity of the Planned External Works within the required timescales.

Expanding in-house provision would require significant recruitment, training, and investment in plant and equipment, resulting in increased cost, lead-in time, and delivery risk. This approach was therefore not considered to represent a proportionate or value-for-money solution to meet the Council's immediate delivery requirements.

5.2 Do Nothing / Delay Delivery Until the Medium-Term External Works Contract Is in Place

This option was considered but rejected as delaying the delivery of Planned External Works would result in unacceptable risks to the condition of the housing stock. Deferral of works would increase the likelihood of asset

deterioration, higher future repair costs, and potential failure to meet the Council's statutory obligations as a landlord.

This option would also undermine programme certainty during the transition period and negatively impact the Council's ability to plan and prioritise capital investment effectively.

5.3 Undertake a New Standalone Competitive Procurement Exercise

The option to undertake a new competitive procurement exercise for external works was considered and rejected. This approach would introduce additional procurement timescales and risk during a period when the Council is already progressing a medium-term external works contract through procurement.

A further competitive exercise would not support continuity of delivery and would risk delaying essential works to fully council-owned properties. It was therefore not considered a proportionate response to the Council's current operational and programme needs.

A mini-competition was considered but discounted as it would introduce additional time, cost, and mobilisation risk during a defined interim period, without delivering proportionate benefit. Given that suppliers have already been competitively appointed to the framework, and that continuity of delivery and contract management is a key requirement at this stage, a direct award represents the most efficient and controlled approach.

6. **Reasons For Decision (Business Case)**

6.1 Options Appraisal

This business case has considered a range of delivery options for the provision of Planned External Works to fully council-owned residential properties, including insourcing through the DLO, delaying delivery until the medium-term external works contract is in place, and outsourcing delivery through an existing framework arrangement.

Each option has been assessed against key criteria including deliverability, capacity, cost, risk, timescales, and alignment with the Council's wider asset management and procurement strategies.

The appraisal concluded that outsourcing through an existing framework arrangement represents the most appropriate and proportionate approach at this time. This option provides the Council with immediate access to the capacity and specialist expertise required to deliver the programme, while avoiding the operational, financial, and delivery risks associated with alternative approaches.

6.2 Insourcing (Direct Labour Organisation)

The option to insource delivery of the external works programme through the Council's DLO was considered in detail. While the DLO plays a vital role in delivering responsive repairs and elements of planned maintenance, it does not currently have the capacity, specialist skills, or organisational structure required to deliver a large-scale external works programme of this nature.

Insourcing delivery would require:

- 6.2.1 Significant recruitment across multiple specialist trades;
- 6.2.2 Investment in supervision, commercial management, and health and safety resources;
- 6.2.3 Procurement of specialist plant and equipment; and
- 6.2.4 A substantial lead-in period before delivery could commence.

In addition to these practical constraints, an expanded in-house model would introduce long-term fixed costs and reduce the Council's ability to scale delivery up or down in response to funding availability and programme priorities. Taken together, these factors mean that insourcing delivery at this stage would introduce unacceptable risk and delay, and would not represent best value for money.

6.3 Delay to Delivery Until the Medium-Term Contract Is in Place

The option to defer delivery of external works until the medium-term external works contract has been procured and mobilised was also considered.

This option was rejected due to the material risks associated with pausing Planned External investment. External works address deterioration to the building envelope and are essential in preventing water ingress, fabric failure, and escalation of defects.

Delaying works would increase the likelihood of:

- 6.3.1 Accelerated asset deterioration;
- 6.3.2 Increased demand for reactive repairs;
- 6.3.3 Higher long-term costs due to emergency or abortive works; and
- 6.3.4 Adverse impacts on resident satisfaction and confidence.

Given the transitional period required to procure and mobilise the medium-term contract—particularly due to the inclusion of mixed-tenure properties and associated statutory processes—deferral was not considered a prudent or proportionate approach.

6.4 Outsourcing Through an Existing Framework (Preferred Option)

Outsourcing delivery through an existing framework arrangement was

assessed as the most deliverable and lowest-risk option available to the Council.

This approach enables the Council to:

- 6.4.1 Maintain continuity of delivery during the transition to the medium-term contract;
- 6.4.2 Secure access to experienced contractors with proven capability in delivering complex external works;
- 6.4.3 Minimise mobilisation risk and lead-in time; and
- 6.4.4 Retain flexibility to align delivery with funding availability and asset priorities.

The framework route also provides assurance that suppliers have already been subject to competitive assessment, including evaluation of technical competence, capacity, financial standing, health and safety, and sustainability credentials. This allows the Council to focus on effective programme and contract management rather than re-running procurement processes during a transitional period.

The decision to directly award contracts to the same contractors currently delivering the Council's planned internal kitchen and bathroom works further strengthens this approach. It enables continuity of delivery, consistency of standards, and a single, coherent contract management model across related capital programmes. This reduces operational risk, improves oversight, and ensures that lessons learned and performance improvements are carried forward rather than reset, which would be the case with alternative delivery options.

While continuity of contractors provides clear operational and governance benefits, the Council has been mindful of the need to avoid over-reliance on individual suppliers. The proposed arrangements are time-limited, value-capped, and delivered via an existing framework, ensuring that competitive tension is retained through performance management, benchmarking, and the progression of the medium-term procurement. The Council retains the ability to reallocate work, apply contractual remedies, or terminate call-offs in the event of under-performance

6.5 Relationship to Previous and Related Decisions

On 7 October 2024, the Cabinet Procurement & Insourcing Committee approved a Business Case for Planned Capital Works Contracts for Property & Asset Management, which established the Council's strategic approach to delivering major planned works through external contractual arrangements.

Following that approval, a short-term internal works contract was implemented as a bridging arrangement to ensure continuity of delivery while longer-term contracts progressed. That approach enabled the Council

to continue delivering priority works without interruption and provided stability across related programmes.

The Council is now progressing a medium-term external works contract through procurement, which will include mixed-tenure properties and therefore requires additional statutory and mobilisation processes prior to implementation.

This business case proposes a comparable and consistent bridging approach for external works, limited to fully council-owned residential properties, to ensure that essential planned investment continues during the interim period. The proposed approach is aligned with previous CPIC decisions, reflects established governance principles, and supports continuity of delivery while the medium-term arrangements are finalised.

- 6.6 Having considered all reasonable delivery options, outsourcing through an existing framework arrangement is assessed as the most proportionate, deliverable, and value-for-money option available to the Council at this time.

The preferred option provides the necessary capacity and flexibility to deliver Planned External Works, protects the condition and longevity of the housing stock, and mitigates the risks associated with delay or insourcing. It also ensures continuity of delivery and alignment with the Council's wider asset management and procurement strategies during a period of transition.

7. Benefits Realisation and Lessons Learnt

7.1 Benefits Realisation

The proposed outsourcing of Planned External Works to fully council-owned residential properties is expected to deliver a range of operational, financial, and strategic benefits. These benefits are both immediate—through the continuation of planned investment—and longer-term, through improved asset condition and reduced lifecycle risk.

The primary benefits to be realised include:

7.1.1 Continuity of delivery

The proposed approach ensures that Planned External Works can continue without interruption during the period in which the medium-term external works contract is being procured and mobilised. This continuity is critical to maintaining momentum across the capital programme and avoiding gaps in delivery that could result in asset deterioration or increased reactive repair demand.

7.1.2 Improved asset condition and longevity

Planned investment in the external fabric of buildings protects the integrity of the housing stock by addressing deterioration before it escalates into

more serious failures. This contributes to extending asset life, improving resilience to weather and environmental exposure, and reducing the likelihood of costly emergency interventions.

7.1.3 Value for money and cost avoidance

By maintaining a planned approach to external works, the Council avoids the higher costs associated with reactive and unplanned repairs. Outsourcing delivery through a framework also allows the Council to align expenditure directly to delivery, avoiding the fixed-cost risks associated with expanding in-house provision.

7.1.4 Resident outcomes and satisfaction

Improved building condition, reduced defects, and clearer communication around planned works contribute positively to resident experience. While external works can cause short-term disruption, the long-term benefits of improved building fabric and reduced repeat issues support increased resident confidence and satisfaction.

7.1.5 Strategic alignment and programme stability

The proposed approach supports the Council's wider asset management and investment objectives by providing a stable and controlled delivery mechanism during a period of transition. It ensures that external works remain aligned with longer-term strategic procurement arrangements and capital planning.

7.2 Lessons Learnt from Previous Programmes

The Council has recent experience of implementing short-term and interim outsourcing arrangements to maintain continuity of delivery while longer-term contracts have progressed. In particular, the use of a bridging contract for internal works has provided valuable lessons that inform the proposed approach for external works.

Key lessons learnt include:

7.2.1 Early mobilisation and clear scope definition

Clear definition of scope and boundaries between interim and longer-term arrangements is essential to avoid duplication, confusion, or gaps in delivery. This lesson has informed the proposed approach, with the scope limited to fully council-owned residential properties and clear separation from the medium-term external works contract.

7.2.2 Strong contract and programme management

Effective governance, performance monitoring, and escalation routes are critical to maintaining quality and pace of delivery. The Council's established contract management arrangements have proven effective in

providing oversight, managing performance, and addressing issues promptly.

7.2.3 Resident communication and engagement

Experience has shown that proactive and clear communication with residents is essential in managing expectations and minimising disruption during work. The proposed approach will continue to use established resident liaison arrangements and communication processes to support delivery.

7.2.4 Flexibility and scalability

Interim outsourcing arrangements benefit from flexibility, allowing delivery to be scaled up or down in response to funding availability and programme priorities. This flexibility has been a key benefit of previous arrangements and will be maintained through the proposed framework approach.

7.3 Application of Lessons to the Proposed Approach

The lessons learnt from previous programmes have been directly applied to the proposed external works arrangements. These include:

- 7.3.1 Maintaining clear scope boundaries between interim and medium-term contracts;
- 7.3.2 Ensuring early engagement and mobilisation of delivery partners;
- 7.3.3 Applying consistent performance management and reporting frameworks; and
- 7.3.4 Embedding resident engagement and communication as a core part of delivery.

By applying these lessons, the proposed approach seeks to maximise the benefits of outsourcing while mitigating known risks, ensuring that delivery remains controlled, transparent, and aligned with the Council's wider objectives.

7.4 Monitoring of Benefits Realisation

The realisation of benefits will be monitored through established governance and contract management arrangements. Performance against programme delivery, quality, cost, and resident experience will inform ongoing management decisions and provide assurance that the proposed approach continues to deliver value for money.

This monitoring will also inform future decisions regarding delivery models, including any consideration of insourcing or alternative approaches once the medium-term arrangements are in place.

8. Success Criteria, Key Drivers and Indicators

8.1 Overview

Clear success criteria are essential to ensure that the proposed outsourcing of Planned External Works delivers the intended outcomes and continues to represent best value for the Council.

The success criteria set out below are designed to measure performance across delivery, cost, quality, resident experience, and strategic alignment. They provide a transparent framework against which the outsourced delivery model can be assessed and, where appropriate, compared to the outcomes that could reasonably be expected from an insourced delivery approach.

8.2 Delivery and Programme Performance

Success will be demonstrated by the ability to deliver Planned External Works in accordance with agreed programmes and priorities. Key indicators of success include:

- 8.2.1 Commencement and completion of works in line with approved programmes and milestones;
- 8.2.2 Effective mobilisation of contractors with minimal lead-in time;
- 8.2.3 Ability to adjust delivery in response to asset priorities and funding availability; and
- 8.2.4 Avoidance of unplanned gaps in delivery during the transition to the medium-term contract.

Sustained programme delivery without interruption will be a primary measure of success.

8.3 Cost Control and Value for Money

The outsourced delivery model will be considered successful if it demonstrates strong cost control and value for money, including:

- 8.3.1 Delivery of works within approved capital budgets;
- 8.3.2 Effective management of cost variations and change control;
- 8.3.3 Evidence that planned investment reduces the incidence and cost of reactive repairs; and
- 8.3.4 Comparative assessment of delivery costs against indicative insourced delivery benchmarks.

These measures will provide assurance that the outsourcing decision continues to represent best value over time.

8.4 Quality and Compliance

Success will also be measured through the quality of works delivered and compliance with statutory and technical requirements. This includes:

- 8.4.1 Achievement of specified quality standards and technical specifications;
- 8.4.2 Low defect rates and timely resolution of any defects identified;
- 8.4.3 Compliance with health and safety, building, and contractual requirements; and
- 8.4.4 Positive outcomes from inspections, audits, and quality assurance processes.

Consistent delivery of high-quality works is a critical success factor for the programme.

8.5 Resident Experience

Resident experience is a key measure of success for the external works programme. Success criteria include:

- 8.5.1 Clear and timely communication with residents before and during works;
- 8.5.2 Effective management of disruption associated with external works;
- 8.5.3 Responsiveness to resident queries and concerns; and
- 8.5.4 Positive resident feedback following completion of works.

While some disruption is unavoidable, success will be demonstrated by the extent to which impacts are managed and residents feel informed and supported throughout delivery.

8.6 Strategic and Organisational Outcomes

The proposed approach will be considered successful if it supports the Council's wider strategic objectives, including:

- 8.6.1 Alignment with the Housing Asset Management Strategy and capital investment priorities;
- 8.6.2 Effective bridging between short-term delivery and the medium-term external works contract;
- 8.6.3 Maintenance of organisational flexibility during a period of transition; and
- 8.6.4 Provision of robust performance information to inform future delivery model decisions, including any consideration of insourcing.

8.7 Monitoring and Review

Performance against the success criteria will be monitored through established governance and contract management arrangements. Regular review of performance data will enable timely intervention where issues arise and provide assurance that the outsourced delivery model continues to meet the Council's objectives.

9. **Whole Life Costing and Budgets**

9.1 Overview

Whole-life costing has been a key consideration in assessing the proposed outsourcing of Planned External Works to fully council-owned residential properties. The Council has considered not only the immediate capital costs associated with delivery, but also the longer-term financial implications for asset performance, maintenance demand, and lifecycle expenditure.

Planned investment in the external fabric of buildings represents a preventative approach that supports more efficient long-term asset management and reduces the risk of unplanned and reactive expenditure.

9.2 Planned Investment Versus Reactive Costs

External elements of buildings, including roofs, façades, windows, balconies, and associated components, are subject to environmental exposure and natural deterioration over time. Where planned investment is deferred or disrupted, defects are more likely to escalate into failures requiring emergency or reactive intervention.

Reactive repairs typically:

- 9.2.1 Cost more on a unit basis than planned works;
- 9.2.2 Require repeated attendance and temporary measures;
- 9.2.3 Disrupt residents more frequently; and
- 9.2.4 Shorten asset life by addressing symptoms rather than root causes.

By maintaining a planned programme of external works, the Council reduces the likelihood of these higher-cost reactive interventions and avoids the cumulative financial impact associated with repeat repairs and temporary fixes.

9.3 Asset Life Extension and Cost Avoidance

Investment in Planned External Works extends the useful life of key building components and delays the need for more significant capital replacement. Improvements to the building envelope protect internal elements, reduce water ingress, and mitigate secondary damage that can otherwise drive additional maintenance costs.

This approach supports cost avoidance by:

- 9.3.1 Reducing the frequency and severity of defects;
- 9.3.2 Protecting previous capital investment in internal components;
- 9.3.3 Lowering future demand on responsive repair budgets; and

9.3.4 Smoothing capital expenditure over time through planned interventions.

The benefits of asset life extension are realised over multiple years and are a central component of the Council's whole-life cost considerations.

9.4 Delivery Model and Whole Life Value

The proposed outsourcing model supports whole-life value by enabling delivery at the required scale and pace, ensuring that planned interventions are undertaken at the optimal point in the asset lifecycle.

Outsourcing avoids the long-term fixed costs associated with expanding in-house capacity, including permanent staffing, specialist supervision, training, and equipment. These fixed costs would persist beyond the period of peak delivery demand and reduce the Council's ability to respond flexibly to changes in funding availability.

By contrast, outsourcing aligns costs directly to delivery, allowing the Council to scale expenditure in line with programme requirements and budget availability, which supports more efficient whole-life financial management.

9.5 Long-Term Financial Implications

The proposed approach supports the Council's objective of achieving sustainable long-term financial outcomes by balancing capital investment with ongoing maintenance requirements.

By reducing reactive repair demand, extending asset life, and avoiding unnecessary fixed-cost commitments, the outsourcing of Planned External Works contributes to more predictable and manageable lifecycle costs. This, in turn, supports better medium- and long-term financial planning within the Housing Revenue Account.

9.6 The assessment of whole-life costs demonstrates that the proposed outsourcing of Planned External Works represents a financially prudent and sustainable approach. While the programme requires upfront capital investment, this is justified by the long-term benefits of asset protection, cost avoidance, and reduced lifecycle risk.

The preferred option supports efficient long-term asset management and represents best value when considered over the full life of the Council's housing assets.

10. **Strategic Policy Context**

10.1 Overview

The proposed outsourcing of Planned External Works to fully council-owned residential properties aligns with the Council's strategic priorities for the effective management, maintenance, and improvement of its housing stock. The proposal supports the Council's commitment to providing safe, decent, and well-maintained homes while ensuring that investment decisions are affordable, deliverable, and represent best value.

This business case reflects the Council's wider approach to capital investment and procurement, balancing the need for continuity of delivery with longer-term strategic planning.

10.2 Alignment with Housing Asset Management Strategy

The proposal directly supports the objectives of the Housing Asset Management Strategy, which sets out the Council's approach to prioritising investment in existing housing stock based on condition, risk, and long-term sustainability.

Planned External Works are a core component of this strategy, addressing deterioration to the building envelope and preventing defects that could compromise building safety, habitability, or asset life. By maintaining a programme of Planned External investment, the Council ensures that limited resources are targeted at the areas of greatest need and that assets are protected over the long term.

10.3 Alignment with Capital Investment and Financial Planning

The proposed approach aligns with the Council's capital investment planning framework by enabling expenditure to be controlled, phased, and aligned with approved Housing Revenue Account budgets.

By outsourcing delivery through an existing framework, the Council maintains flexibility to adjust the scale and pace of work in response to funding availability, while avoiding the creation of long-term fixed cost commitments. This approach supports prudent financial management and reduces exposure to financial risk during a period of transition.

10.4 Alignment with Procurement and Delivery Strategy

The proposal is consistent with the Council's established procurement and delivery strategy, including the use of existing frameworks to deliver interim or transitional programmes where appropriate.

The approach mirrors previous CPIC-approved arrangements used to maintain continuity of delivery while longer-term contracts progressed through procurement. This consistency provides assurance that the Council is applying a coherent and disciplined approach to procurement decisions across related capital programmes.

10.5 Organisational and Operational Alignment

The proposed outsourcing model supports effective organisational and operational management by allowing the Council to focus internal resources on strategic oversight, contract management, and asset prioritisation rather than direct delivery.

This approach enables the Council to respond to changing operational demands and programme priorities without placing additional strain on in-house resources, while maintaining appropriate governance and performance oversight.

- 10.6 Overall, the proposed outsourcing of Planned External Works is strongly aligned with the Council's strategic, financial, and operational objectives. It supports the delivery of planned investment in the housing stock, maintains continuity during a period of transition, and provides a proportionate and flexible delivery model that aligns with wider Council strategies and previously approved approaches.

11. Consultation/ Engagement

11.1 Overview

The proposed outsourcing of Planned External Works to fully council-owned residential properties has been informed by internal consultation and engagement across relevant Council services. The purpose of this engagement has been to ensure that the proposed delivery approach is operationally deliverable, financially viable, and aligned with existing governance and procurement arrangements.

As this business case relates to the method of delivery of planned capital works, rather than a change in policy or service provision, formal public consultation has not been undertaken at this stage.

11.2 Internal Consultation and Engagement

Internal engagement has taken place with key stakeholders involved in the planning, delivery, and oversight of the capital works programme. This has included engagement with:

- 11.2.1 Property & Asset Management / Housing Services, to confirm asset priorities, scope, and programme requirements for external works;
- 11.2.2 Procurement, to confirm the appropriateness of using an existing framework arrangement as an interim delivery mechanism and to ensure compliance with procurement governance;
- 11.2.3 Finance, to confirm alignment with approved Housing Revenue Account capital budgets and affordability parameters; and

11.2.4 Legal, to provide assurance on the proposed contractual approach and governance arrangements.

This engagement has informed the development of the business case and ensured that the proposed approach is consistent with corporate requirements and previously approved delivery models.

11.3 Resident Engagement

While no formal consultation has been undertaken specifically for this business case, resident engagement is an integral part of the delivery of Planned External Works.

Residents will be engaged at the appropriate stages of delivery through established communication and liaison arrangements, including advance notification of works, ongoing updates during delivery, and clear points of contact for queries or concerns. These arrangements are designed to ensure that residents are informed, supported, and able to raise issues during the works programme.

As the proposed works relate solely to fully council-owned residential properties, statutory leaseholder consultation requirements do not apply.

11.4 Ongoing Engagement

Consultation and engagement will continue throughout the life of the programme through established governance and contract management arrangements. Feedback from internal stakeholders and residents will be used to inform delivery, address issues as they arise, and support continuous improvement.

11.5 The proposed approach has been developed with appropriate internal consultation and reflects established engagement practices for the delivery of Planned External Works. The level of consultation undertaken is considered proportionate to the nature of the decision, which concerns delivery methodology rather than service change.

12. **Risk Assessment**

12.1 Overview

A Risk Assessment Table (RAT) has been completed for the proposed outsourcing of Planned External Works to fully council-owned residential properties. The assessment identifies key strategic, financial, operational, and delivery risks associated with the proposal and sets out mitigation measures to manage and reduce those risks to an acceptable level.

The risks identified reflect the scale and complexity of the proposed programme, as well as the interim nature of the arrangements during the transition to a medium-term external works contract.

12.2 Financial and Budgetary Risk

There is a risk that costs associated with the delivery of Planned External Works exceed approved Housing Revenue Account capital budgets due to inflationary pressures, unforeseen site conditions, or programme changes. Mitigation measures include:

12.2.1 Delivery through an existing framework with established pricing mechanisms;

12.2.2 Robust cost control, change management, and approval processes;

12.2.3 Ongoing budget monitoring through programme governance arrangements; and

12.2.4 Prioritisation of works based on asset condition and available funding.

These measures are intended to ensure that expenditure remains aligned with approved budgets and that financial risk is actively managed.

12.3 Capacity and Deliverability Risk

There is a risk that the Council does not have sufficient internal capacity to deliver the external works programme at the required scale and pace, particularly during the transition to the medium-term contract.

This risk is mitigated through outsourcing delivery to experienced contractors with proven capability in delivering external works programmes in occupied residential environments. The use of an established framework reduces mobilisation risk and ensures that delivery capacity is available when required.

12.4 Programme Delay and Continuity Risk

There is a risk that delays in procuring and mobilising the medium-term external works contract could result in gaps in delivery, leading to asset deterioration and increased reactive repair demand.

The proposed interim outsourcing arrangements mitigate this risk by providing a controlled mechanism for maintaining continuity of delivery during the transition period. Clear scope boundaries ensure that interim and medium-term arrangements do not overlap or conflict.

12.5 Asset Condition and Compliance Risk

Failure to deliver Planned External Works in a timely manner increases the risk of deterioration to the building envelope, water ingress, and secondary defects, which could have health, safety, and compliance implications.

This risk is mitigated through the continuation of planned investment in external works, supported by prioritisation based on asset condition data and risk profiling.

12.6 Resident Impact and Access Risk

There is a risk that external works cause disruption to residents or that access to properties and communal areas cannot be secured in a timely manner, affecting programme delivery.

Mitigation measures include:

- 12.6.1 Early and clear communication with residents;
- 12.6.2 Use of resident liaison arrangements;
- 12.6.3 Flexible programming and phasing of works; and
- 12.6.4 Escalation routes to address access issues where they arise.

These measures are designed to minimise disruption and support effective delivery.

12.7 Data Quality and Information Risk

There is a risk that incomplete or inaccurate asset data could affect the prioritisation or scope of works.

This risk is mitigated through the use of existing asset data, validation through surveys where required, and ongoing review of information as works progress.

12.8 Legislative and Governance Risk

There is a risk of non-compliance with procurement, contractual, or governance requirements.

This risk is mitigated through:

- 12.8.1 The use of established framework arrangements;
- 12.8.2 Adherence to Council governance and approval processes;
- 12.8.3 Involvement of Procurement, Legal, and Finance teams; and
- 12.8.4 Clear contract management and reporting arrangements.

12.9 The risks associated with the proposed outsourcing of Planned External Works have been identified and assessed as part of the RAT. With the mitigation measures in place, these risks are considered manageable and proportionate, and do not outweigh the benefits of maintaining continuity of delivery and protecting the condition of the housing stock.

12.10 Operational realisation risk

The programme has commissioned a leading firm of specialist consultant surveyors - Baily Garner to advise and act as both a provider of best industry practice and a 'critical friend' to support this procurement as well as providing advice and assurance to the Specification and Costings.

13. **Insourcing**

13.1 Insourcing Considerations

In line with the Council's Sustainable Procurement & Insourcing Strategy (SPIS) and the Insourcing Toolkit, careful consideration has been given to whether this service could be delivered by the DLO.

13.1.2 The service was originally outsourced due to the high degree of technical specialism required, the scale of delivery, and the commercial risks associated with maintaining sufficient capacity and resourcing in-house. These remain key considerations today.

13.1.3 The factors that led to outsourcing are still applicable. The DLO does not currently have the capacity, specialist technical expertise, or resources to mobilise and deliver this programme to the required scale and within statutory timescales.

13.1.4 Delivering this service requires specialist contractors with established supply chains, experience in delivering complex works across multiple estates, and the ability to manage high-value contracts. These complexities cannot currently be absorbed by Hackney's DLO.

13.1.5 Initial cost comparison with Finance colleagues indicates that attempting to deliver this service in-house would not provide value for money in the short to medium term, due to the need for significant investment in additional staff, systems, and plant. The use of framework contractors continues to offer economies of scale and competitive rates.

13.1.6 The DLO's existing remit is focused on responsive and planned maintenance of day-to-day repairs. It does not currently have the scale of workforce, technical systems, or delivery model to take on large-scale capital investment programmes without significant restructuring.

13.1.7 Service delivery will continue to be monitored and performance-managed by the Capital Delivery Team, supported by PAM Commercial, with clear KPIs, governance through Housing Investment Board, and regular reporting to ensure contractual compliance and delivery against strategic objectives.

13.1.8 Based on the above considerations, delivery through Hackney's DLO is not viable at this stage. External procurement via frameworks remains the

most effective option to ensure value for money, compliance, and timely delivery of works.

13.2 Proposed Procurement Arrangements

Procurement Route and the Regulatory implications

The procurement strategy has been developed to deliver the appointment of two suppliers from two external frameworks, with specific consideration given to SMEs. The frameworks have been established under a PCR 2015-compliant procurement process. Through this process, two contractors will be appointed to deliver works across all regions of Hackney, covering the full scope of external works, including roofing, windows and associated elements. The contract period will be two years (1 + 1). The procurement will not commit Hackney to any sum but will effectively be a draw-down against individual packages of work as Hackney commissions each contractor. Termination for convenience provisions will apply in accordance with the framework terms. As the arrangement operates on a package-by-package call-off basis, financial exposure is limited to instructed works only.

13.2.1 Procurement Route

13.2.1.1 The procurement will proceed via a Direct Award, utilising lots from two existing external frameworks: **Fusion 21** and the **National Housing Maintenance Forum (NHMF)**. Both frameworks were established under the regulations of the EU and the Public Contracts Regulations 2015 (PCR 2015). Hackney Council is already a member of Fusion 21, which has procured and advertised several Framework Agreements via the Official Journal of the European Union (OJEU), accessible to both existing and prospective members. The NHMF framework is also open to all public sector organisations. The project will be split between two contractors: **Contractor 1**: Selected from the Fusion 21 framework, this contractor will be awarded the majority share, specifically **60%** of the project value. **Contractor 2 (SME)**: Selected through the NHMF, this Small or Medium-sized Enterprise (SME) will be awarded the remaining **40%** of the project value.

13.2.1.2 **FUSION 21**: The planned scope of work falls specifically under **Lot 9 - Internal & External General Repairs & Improvement Works** within the **Fusion 21 Building Improvement Works Framework (2024/S 000-001752)**. This particular framework commenced on 02 January 2024 and is scheduled to expire on 01 January 2028, offering a four-year term of engagement.

The framework's structure permits a direct award mechanism, contingent upon a negotiation phase. This procurement route significantly favours the highest-ranked supplier established through the original tendering process. As a result of this framework rule, a direct award decision will be made in favour of **Wates Properties Services Limited**. Wates occupies the number

one position on the framework's priority list for this Lot.

Wates Property Services Limited is highly regarded and is an established, trusted contractor with the London Borough of Hackney (LBH). Their relationship is underpinned by a consistent and verifiable track record of delivering projects to a high standard, demonstrating excellent performance metrics across various contracts previously undertaken for the authority. The selection of Wates through this direct award process is therefore not only compliant with the Fusion 21 framework rules but also leverages a strong, existing, and high-performing supplier relationship.

13.2.1.3 The **NHMF Framework** is a well-established resource specialising in home repairs, maintenance, and construction, featuring multiple framework agreements and lots, with a strong emphasis on Small and Medium-sized Enterprises (SMEs). The specific framework under consideration is the **Planned Maintenance, Net Zero Carbon, and Passive Fire Safety framework -NPC14001, Lot 2, Planned Maintenance Internal Works**, will be utilised for this requirement. The framework, which has a 48-month lifecycle, began on 01/07/2025.

This framework permits a Direct Award to any supplier listed who has previously worked for the Authority in a similar capacity within the last 12 months. **Chigwell London Ltd** meet this criterion, as they are current suppliers for the London Borough of Hackney (LBH). They exclusively serve Local Authorities and Housing Associations, currently acting as Main Contractor for twenty-four Housing Associations and two Local Authorities.

Furthermore, Chigwell has a positive history of delivery success with LBH, having completed several hundred Kitchen and Bathroom refurbishments for the SCMG some years ago, fostering a very good working relationship with all SCMG members. They are also locally situated to LBH.

Of significance Chigwell has a subsidiary that focuses solely on window and fenestration works, which forms part of the scope and so Hackney will be engaged with one of the leading Works contractors in London on matters relating to the other key element of the external envelope which forms a part of the scope.

Chigwell operates a local office in Hackney which will expand to support the contract and drive local employment engagement with the Council as part of their wider commitment to the borough as a place to do business.

13.2.1.4 A request for proposal will be sent through the Council's e-sourcing portal ProContract to the suppliers to submit their proposal for the external repair work which is a temporary bridging measure pending completion of the main Internal, External and Fire Safety procurement. The submitted proposal will be evaluated using the NHF schedule of Rate as benchmark in order to establish value for money and the price will be negotiated in line with the Framework agreements terms and conditions.

13.2.1.5 Value for Money benchmark by the QS: The programme has commissioned a leading firm of specialist consultant surveyors - to advise and act as both a provider of best industry practice and a 'critical friend' to support this procurement as well as providing advice and assurance to the Specification and Costings.

The value-for-money assurance process will involve two key areas of assessment:

1. Financial Status Evaluation; A thorough analysis of the suppliers' financial health will be conducted to confirm their long-term viability and ability to deliver the contract obligations. This evaluation will specifically consider:

- **Financial Stability:** Reviewing recent audited financial statements (typically for the last three years) to assess profitability, solvency, liquidity, and overall financial robustness. This is critical to ensure the supplier can sustain operations for the duration of the contract and manage unexpected costs - this has been accomplished and will be conducted annually for each contractor.
- **Risk Mitigation:** Identifying any significant financial vulnerabilities or dependencies that could pose a risk of insolvency or performance failure during the contract term. Appropriate financial guarantees, bonds, or parent company undertakings may be required as a further safeguard against unforeseen financial difficulties - this has been accomplished and will be conducted annually for each contractor.

2. Technical Capability and Capacity Assessment; The technical evaluation will confirm that the suppliers possess the necessary expertise, resources, and proven track record to execute the scope of work effectively and to the required quality standards. Key aspects - these have been accomplished and will be conducted annually for each contractor.

- **Relevant Experience and Track Record:** Assessing prior experience with projects of similar complexity, scale, and nature. This will involve reviewing case studies, reference checks, and evidence of successful delivery within comparable operational environments. Including the newly introduced compliance requirements of 'Competence' introduced under the Building Safety Act 2023's ongoing waves of interpretation.
- **Technical Expertise and Personnel:** Evaluating the qualifications, experience, and availability of the proposed key personnel and the wider technical team. Confirmation that the supplier has access to the specialist skills and accreditations required for the project is essential.

- Quality Management Systems:** Reviewing the supplier's established quality assurance and project management methodologies (e.g., ISO certifications) to ensure a high standard of service delivery and effective risk control throughout the contract lifecycle.

By rigorously evaluating both the financial status and the technical capability, the procurement team aims to select the most economically advantageous tender, ensuring that the authority not only achieves the required service outcomes but also secures optimal value for public money while protecting against unforeseen commercial and operational risks.

13.2.2 Future additional or repeat goods/services/works

Not applicable.

13.2.3 Procurement Project Management, Resources & Key Milestones

13.2.3.1 The Strategic Director of Housing is the Project Sponsor, and the Assistant Director of Property and Asset Management is the Lead Officer responsible for the contract.

13.2.3.2 Property and Asset Management has a competent professional that will manage the project, with the completion of restructuring of the team, the team can now implement the necessary staff resources to manage these contracts in the manner set out in this strategy. This will likely increase staff capacity in the delivery section and enhance contract management performance.

13.2.3.3 Hackney's Procurement Team within the Construction & Environment Directorate will support the delivery of the Procurement.

13.2.3.4 The programme has commissioned a leading firm of specialist consultant surveyors - Baily Garner LLP to advise and act as both a provider of best industry practice and a 'critical friend' to support this procurement as well as providing advice and assurance to the Specification and Costings.

13.2.3.5 Key milestones and indicators programme for frameworks contract

Key Milestones & Publication of Notices	Date
Joint Business & Award Case Report submitted to CPIC - this document	03/03/2026
CPIC	13/04/2026
CPIC Approval Date	13/04/2026
Clearance to award	23/04/2026
Mobilisation Period commences	24/04/2026
Start on site / Contract Commencement	Likely June 2026

13.2.4 Anticipated Contract Type

13.2.4.1 The procurement of Works will utilise a JCT MTC [Joint Contracts Tribunal, Measured Term Contract] contract with Hackney Standard Amendments and Insurance Levels, providing a standardised framework for the Employer's Requirements and Specifications. This is Hackney's standard which was updated in 2025 and which the Council's officers and staff are trained and conversant with and has been assured by Legal. This ensures that the scope of works, quality standards, and programme obligations are clearly defined and legally enforceable.

Of particular importance across this pair of Awards and their Contracts is a planned transformation in terms of; Compliance / Commercial / Delivery Quality / Resident Engagement, under the new PAM Target Operating Model [TOM] which is now in implementation, that will see Hackney's own Clerk of Works Team, who may be augmented by external Surveyors, overseeing and accountable for the sign-off and acceptance of all the Works delivered under the JCT arrangements including inspections and certifications in this the new operating model, which should address historic past issues where Contractors were slow to complete finalisation of the work and snagging [RIBA 2020 Stages 6 and 7]. This new modern method of working should improve cost control and increase resident satisfaction as well as improving performance to specification and value-for-money. And lifetime quality delivery.

13.2.4.2 Equalities provisions are not a default feature of the JCT contract. To ensure alignment with the Council's duties under the Equality Act 2010 and Hackney's Equality and Diversity policies, supplementary contract amendments will be applied. These will require the contractor to demonstrate inclusive workforce practices and to ensure residents and leaseholders are treated fairly throughout delivery.

13.2.4.3 The JCT contract does not contain explicit environmental sustainability obligations. These will therefore be incorporated through the Employer's Requirements and Hackney's bespoke contract amendments. Contractors will be required to minimise waste, reduce carbon emissions, and support delivery of the Council's Sustainable Procurement Strategy and climate action commitments.

13.2.4.4 Risk allocation and management is a core element of the JCT form. The contract sets out clear provisions for insurance, indemnities, extensions of time, liquidated damages, and dispute resolution. Hackney may supplement these provisions with project-specific amendments (such as enhanced reporting requirements or early warning mechanisms) to strengthen risk mitigation further.

13.2.4.5 Strategic policy alignment is not inherent to JCT. However, the form allows sufficient flexibility for Hackney to embed bespoke amendments and Employer's Requirements to ensure that corporate priorities around value for

money, sustainability, social value, and equalities are contractually secured.

13.2.4.6 In summary, the JCT contract provides the established legal and procedural framework required to deliver the works. Hackney will supplement this framework through amendments and Employer's Requirements to ensure equalities, environmental, and strategic policy outcomes are fully embedded, thereby protecting the Council's interests and securing best value for residents.

13.2.5 Sub-Division of the Contract into Lots

13.2.5.1 In line with the Procurement Act 2023, the option of subdividing this procurement into smaller lots has been fully considered. The approach has been assessed against the Council's objectives under the Sustainable Procurement and Insourcing Strategy (SPIS), including accessibility for SMEs and local businesses.

13.2.5.2 It is proposed that the contract will be awarded to two contractors, one will receive £18 million over the term of the programme and the other, which is an SME, will receive £12 million. Both contractors will be required to deliver external works. The contract will not be divided into separate lots, as each contractor will be expected to undertake the full range of activities and across all regions of Hackney housing stock in order to address the current backlog of work. This structure ensures that each contractor has a balanced scope of responsibilities, maintains flexibility across workstreams, and enables the Council to benchmark performance and cost across suppliers delivering the same categories of work.

13.2.5.3 The chosen procurement strategy, which involves engaging both a national contractor and one local contractor (specifically a Small or Medium-sized Enterprise, SME), has been carefully selected to ensure both market capacity is met and the required scale of investment is appropriately managed. This dual-approach reflects a strategic assessment of the market landscape.

Extensive market engagement with the relevant sector stakeholders has provided critical insights, indicating that this combination is the most effective way to achieve optimal value for money. The inclusion of a national contractor is essential to leverage their significant capacity, resources, and established expertise for handling a large-scale investment or complex programme of work. Their ability to mobilise quickly and ensure project resilience is a key factor in their selection.

Concurrently, the inclusion of one local SME contractor, for this pair of awards, serves multiple strategic Council objectives. Firstly, it ensures that the project benefits from localised knowledge, potentially offering more responsive and community-focused delivery. Secondly, and more importantly, it supports the local economic ecosystem, fostering competition and providing opportunities for smaller businesses within the area, thereby contributing to social value outcomes alongside commercial efficiency. This

blended approach is anticipated to deliver the robust capacity required while simultaneously driving enhanced value for money and local economic benefit.

13.2.5.4 While the primary contracts will be awarded to two main contractors, opportunities for SMEs have been embedded to one of the contractors and local business participation will be maximised through contractual requirements for supply chain engagement and subcontracting. Contractors will be expected to evidence robust social value commitments, including the use of local SMEs, apprenticeships, and wider community benefits. This ensures that the objectives of the SPIS are embedded even though the main contracts are not subdivided into smaller lots.

13.2.5.5 Limiting the number of contractors to two will simplify the effective management and engagement with the contractors. It reduces the administrative burden and avoids the risk of delay associated with multiple contractors, while still maintaining sufficient competition across the programme.

13.2.5.6 The two-contractor model strengthens programme resilience. Should one contractor underperform, the Council retains the ability to transfer works to the remaining supplier to maintain continuity of delivery. This approach balances risk management with efficiency and cost control.

13.2.5.7 A reduced number of contractors also supports consistent resident engagement. It enables clearer communication, more uniform service standards, and a simpler feedback process for residents, reducing confusion and improving satisfaction with delivery.

13.2.5.8 Subdividing the works into numerous smaller contracts would create delivery and management inefficiencies, particularly around programme coordination, compliance and leaseholder consultation obligations. The proposed two-contractor model therefore provides the most effective balance between market accessibility, programme resilience, resident experience, deliverability, risk management and best value.

14. Contract Modification should a Known Risk Occur

14.1 Risk table:

Risk	Likelihood	Impact	Overall	Action to avoid/mitigate risk
Access to properties is not available when required.	Medium ▾	Medium ▾	Medium ▾	Access will be managed through resident engagement and access procedures, including advance notice, appointment management and

				escalation routes where access issues arise.
Changes in legislation or regulatory requirements impact contract scope or compliance obligations.	Low ▾	High ▾	Medium ▾	Ongoing monitoring of legislative environment; legal input throughout procurement; flexibility built into contract terms.
Inflationary pressures and market volatility increase costs beyond approved budgets.	Medium ▾	High ▾	High ▾	Incorporation of indexation clauses where appropriate; regular cost benchmarking; early engagement with Finance to manage variances.
Reputational risk arising from delays, poor resident experience, or perceived lack of value for money	Medium ▾	High ▾	High ▾	Transparent resident engagement and communications; clear consultation process; proactive management of contractor performance.
Delay to mobilisation impacts continuity of delivery	Low ▾	Medium ▾	Low ▾	Use of an existing framework and direct award approach enables prompt mobilisation and reduces procurement lead-in times
Weather conditions delay works	Medium ▾	Medium ▾	Medium ▾	Programme sequencing will take account of seasonal constraints with flexibility built in to re-prioritise works where required.
Failure to meet required technical standards	Low ▾	Medium ▾	Low ▾	Quality assurance and pre survey, in progress and post inspections will be carried out on all works to ensure compliance with specifications and standards.

15. Insurance

15.1 Advice has been sought from Insurance Services who have recommended the following minimum indemnity limits for contractors:

- £10 million Public Liability (including Products Liability)
- £5 million Employers Liability (as required by law)
- £3 million Professional Indemnity if there is any element of design or consultancy

16. Preliminary Market Engagement, including Lessons Learnt and Benchmarking

Not applicable.

17. Savings

There will be no immediate, cash-releasing savings from this appointment; however, there will be considerable cost avoidance and achievement of upper and top quartile value-for-money savings under these awards when benchmarked about the rates/terms/discounts currently in place with the Council for comparable works.

The programme has commissioned a leading firm of specialist consultant surveyors - Baily Garner to advise and act as both a provider of best industry practice and a 'critical friend' to support this procurement as well as providing advice and assurance to the Specification and Costings.

That firm will act as Client Adviser - using RICS scope definitions - to ensure good / best practice is adopted by the Council and in all Contracts placed under this Award represent value-for-money, through:

- Use NHFSchedule of Rates and benchmarks to challenge and validate contractor pricing, reducing the risk of overpayment and scope creep.
- Help standardise contract delivery, specifications and pricing structures across projects, driving consistency and making it easier to compare and negotiate rates.
- Identifying opportunities to rationalise works, sequence programmes more efficiently and avoid duplication, leading to more economical use of budgets over the life of the contract.
- Reduce the likelihood of costly disputes, variations and claims through clearer documentation and stronger commercial control.

Collectively, these measures are expected to deliver cost efficiencies across the programme, improve budget predictability, and enhance

customer satisfaction by ensuring works are delivered to appropriate quality standards at a fair and defensible cost.

18 Income Generation

18.1 Not applicable.

19 Sustainability and Climate Change and Social Value Benefits

19.1 Procuring Green

The proposed outsourcing of Planned External Works has been assessed against the Council's Procuring Green objectives, as set out in the Sustainable Procurement & Insourcing Strategy and reflected within the completed PRIMAS assessment.

The programme will support environmental sustainability by prioritising whole-life asset management rather than reactive or short-term interventions. Investment in the external fabric of buildings—including roofs, façades, windows, and associated elements—will extend asset life, reduce the frequency of repeat repairs, and avoid the environmental impacts associated with premature failure and unplanned works.

Environmental considerations will be embedded within procurement and delivery through:

- 19.1.1 Specification of durable and appropriate materials to reduce lifecycle replacement;
- 19.1.2 Consideration of whole-life cost and environmental impact rather than lowest initial cost alone;
- 19.1.3 Requirements for waste minimisation, segregation, reuse and recycling during construction activities; and
- 19.1.4 Site controls to manage noise, dust, and other environmental nuisance.

While construction activity inherently generates carbon emissions, these impacts are considered proportionate and manageable when balanced against the long-term sustainability benefits of protecting and maintaining the Council's housing stock. Environmental performance will be monitored through contract management and inspection regimes.

19.2 Procuring for a Better Society

The proposed approach supports the Council's objective of Procuring for a Better Society by ensuring that the delivery of external works generates wider social and economic benefits alongside the core capital investment.

The PRIMAS assessment identifies opportunities to:

- 19.2.1 Support local employment and training opportunities, including apprenticeships;
- 19.2.2 Promote engagement with Small and Medium-Sized Enterprises (SMEs) within the supply chain;
- 19.2.3 Require compliance with fair employment practices, including payment of the London Living Wage; and
- 19.2.4 Encourage ethical procurement, including modern slavery compliance and workforce equality.

External works programmes can cause temporary disruption to residents; however, this proposal includes mitigation measures to ensure that impacts are minimised and managed appropriately. These include clear communication, resident liaison arrangements, and reasonable adjustments for vulnerable residents.

Social value requirements will be embedded within contractual obligations and monitored through performance management arrangements to ensure delivery of tangible outcomes that benefit residents and local communities.

19.3 **Procuring Fair Delivery**

The proposed outsourcing model has been assessed against the Council's Procuring Fair Delivery principles, ensuring that procurement and delivery arrangements are transparent, proportionate, and fair.

The use of an existing framework ensures that suppliers have already been subject to a competitive procurement process, including assessment of capability, capacity, health and safety, equality, and sustainability credentials. The direct award approach provides a proportionate mechanism for maintaining continuity of delivery while ensuring compliance with procurement governance.

Fair delivery will be supported through:

- 19.3.1 Clear and transparent contract management arrangements;
- 19.3.2 Defined performance expectations and Key Performance Indicators;
- 19.3.3 Consistent application of standards across all works; and
- 19.3.4 Escalation and resolution processes where performance issues arise.

This approach supports fair treatment of suppliers while ensuring the Council retains appropriate oversight and control over delivery quality, cost, and outcomes.

19.4 **Social Value Benefits**

The proposed external works programme will deliver measurable social value benefits in addition to its core purpose of maintaining and protecting the housing stock.

Anticipated benefits include:

- 19.4.1 Improved quality, safety, and condition of homes and estates;
- 19.4.2 Enhanced resident satisfaction resulting from improved building fabric and reduced defects;
- 19.4.3 Economic benefits through employment and skills development opportunities; and
- 19.4.4 Contribution to wider Council objectives relating to sustainability, equality, and community wellbeing.

The PRIMAS assessment concludes that the social value, sustainability, and climate impacts of the programme are proportionate, manageable, and justified by the long-term benefits of the investment. These considerations will be actively monitored throughout delivery to ensure that commitments translate into real outcomes.

Each awarded Supplier has committed to a range of employment and skills commitments which are being developed with Hackney's team in this area, and will be binding contractual obligations reported each half year, to include as a minimum the Council's Standing Order Commitments in this area - specifically 1 Hackney Apprenticeships for a year for every £2m of contract - it should be noted that this is the minimum and work is on-going to add training and employments opportunities above this minimum.

20. Equality, Inclusion, Diversity and Belonging (including any statutory Equality Impact Assessment)

- 20.1 The Council has considered its duties under the Equality Act 2010 in relation to the proposed outsourcing of Planned External Works to fully council-owned residential properties. Equality, inclusion, diversity and belonging considerations have been assessed through the completed PRIMAS for Planned External Works, which considers both the positive impacts of the programme and the potential for temporary adverse impacts during delivery.

The proposal relates to the method of delivery of planned capital works rather than a change to policy, eligibility, or access to housing services. As such, a statutory standalone Equality Impact Assessment is not required at this stage.

20.2 Positive Equality Impacts

The delivery of Planned External Works is expected to have positive equality impacts by improving the condition, safety, and resilience of

buildings and communal areas. These improvements particularly benefit residents who may be more vulnerable to poor building conditions, including:

- 20.2.1 Older residents;
- 20.2.2 Residents with disabilities or reduced mobility;
- 20.2.3 Residents with long-term health conditions; and
- 20.2.4 Households with caring responsibilities.

Investment in the external fabric of buildings supports safer access routes, improved weather protection, and enhanced overall living environments, contributing to residents' sense of safety, dignity, and belonging within their homes and estates.

20.3 Potential Adverse Impacts and Mitigation

The PRIMAS assessment recognises that external works can result in temporary disruption, including noise, dust, scaffolding, and changes to access arrangements. These impacts may disproportionately affect residents who share protected characteristics.

Mitigation measures include:

- 20.3.1 Clear and timely communication with residents prior to and during works;
- 20.3.2 Use of Resident Liaison Officers and established engagement processes;
- 20.3.3 Reasonable adjustments for residents with specific needs, including flexibility around access arrangements;
- 20.3.4 Coordination and phasing of works to minimise disruption; and
- 20.3.5 Escalation routes for addressing concerns raised by residents.

These measures are intended to ensure that disruption is proportionate, managed, and temporary, and that residents are supported throughout delivery.

20.4 Workforce Equality and Inclusion

The PRIMAS assessment also considers equality and inclusion within the delivery workforce. Contractors will be required to:

- 20.4.1 Comply with the Equality Act 2010;
- 20.4.2 Demonstrate appropriate equality, diversity and inclusion policies;
- 20.4.3 Adhere to fair employment practices, including payment of the London Living Wage; and
- 20.4.4 Comply with modern slavery and ethical employment requirements.

These requirements support inclusive employment practices and contribute to wider Council objectives relating to equality and social inclusion.

20.5 The PRIMAS assessment concludes that the equality, inclusion, diversity

and belonging impacts associated with the proposed external works programme are manageable and proportionate, and that the long-term benefits of improving the external condition of the housing stock outweigh the temporary impacts of construction activity.

Equalities considerations will continue to be monitored through contract management and resident engagement arrangements throughout delivery.

21. Contract Management (and Mandatory Use of the Contract Management System) or Service Management for Insourcing

- 21.1 Property and Asset Management will manage and monitor the contracts. The contracts will set out the management expectations and mechanism for a collaborative relationship between the council and the appointed contractors. The contract specification and conditions will set out the frequencies of operational tasks, strategic meetings, and the route for problem resolution. Performance will be measured against KPIs as part of the contract terms and conditions.
- 21.2 Five key aspects of contract management have been identified: internal governance, payments, processes, project management, and inspection of clerks of work. It is proposed that all of these procedures will be carried forward to the new contracts, and developed where indicated. The contract provisions will include references to these procedures so that tendering contractors are fully aware of their expectations under these procedures and can account for these in their programme and pricing proposals.
- 21.3 On all contracts, the Clerk of Works will inspect and sign off that the quality of the works is in line with the specifications. The team operates a required inspection schedule for all external and internal works. These schedules will be written into all contracts to formalise them and ensure contractors make adequate provision for them.
- 21.4 The proposed type of contract includes provisions for the client to terminate the contract in the event of poor performance. However, no identified liquidated or ascertained damages can be nominated in the contracts.
- 21.5 Within the projects called off under contract term agreements, it is the contractor's responsibility to prepare the programme for the works. As mentioned in lessons learned the proposed pricing arrangements will transfer pricing the risk of delay to the contractor. This means that costs relating to the length of programmes are at the contractor's risk, which is appropriate given they determine the programmes. In situations where the client causes delays (for example due to late instructions of works), the client will be liable for delay costs.

- 21.6 Mandatory use of the contract management system. The contract management system is being implemented and will be expected to be used as the primary contract management tool; to enable managers to communicate efficiently with their suppliers and track/monitor performance, whilst also facilitating dashboard summaries and snapshot reports for Group Directors, Directors and Heads of Service (under the Council's Contract Standing Orders, Directors are responsible for the management of all contracts within their area and a key function of the new system will be to ensure they have the necessary tools to fulfill this obligation)
- 21.7 Delivery management, ensuring supply or service delivery meets the specification, payment is made on time and costs are monitored and managed
- 21.8 Implementation, contract business administration and change management, with plans in place to minimise client variations (scope creep)
- 21.9 Performance monitoring, management and measurement; promoting continuous improvement of the service
- 21.10 Supplier relationship management
- 21.11 Stakeholders and client resourcing; reporting lines, including escalation
- 21.12 Dispute management and resolution
- 21.13 Risk and issues management.
- 21.14 The contracts will include clear performance thresholds, escalation routes, and contractual remedies, including the ability to suspend further call-offs or terminate arrangements in the event of persistent under-performance. This ensures that continuity of contractors does not compromise the Council's ability to protect quality, value for money, or resident outcomes.

22. Key Performance Indicators (including for Insourcing)

22.1 Overview

Key Performance Indicators (KPIs) will be used to monitor the performance and effectiveness of the proposed outsourced delivery model for Planned External Works to fully council-owned residential properties. The KPIs are designed to ensure that the outsourced approach delivers value for money, quality outcomes, and alignment with the Council's wider objectives.

As the preferred option is outsourcing rather than insourcing, KPIs have been structured to allow comparison against the outcomes that would reasonably be expected from an in-house delivery model, including cost control, programme delivery, quality, health and safety, and resident experience.

22.2 Core Delivery KPIs

The following core KPIs will apply to the outsourced delivery model:

- 22.2.1 Programme delivery – performance against agreed programmes and milestones, including timely commencement and completion of works.
- 22.2.2 Cost control and value for money – delivery of works within agreed financial parameters and approved budgets.
- 22.2.3 Quality of works – compliance with specifications, defect rates, and outcomes from inspections and audits.
- 22.2.4 Health and safety performance – compliance with statutory requirements, incident reporting, and audit outcomes.
- 22.2.5 Resident experience – resident satisfaction, complaints, and responsiveness to issues arising during delivery.

These KPIs will be monitored through established contract management and reporting arrangements.

22.3 Social Value and Sustainability KPIs

In addition to core delivery measures, the outsourced contracts will include KPIs relating to wider Council objectives, including:

- 22.3.1 Delivery of agreed social value outcomes, such as apprenticeships, training opportunities, and local employment;
- 22.3.2 Compliance with Equality, Inclusion, Diversity and Belonging requirements;
- 22.3.3 Performance against environmental and sustainability commitments, including waste management and site practices; and
- 22.3.4 Adherence to ethical employment standards, including payment of the London Living Wage.

22.4 Comparison with Insourcing

While the proposed approach is outsourcing, performance will be assessed against indicators that reflect what would reasonably be expected from an insourced delivery model. These include:

- 22.4.1 Cost efficiency when compared to indicative in-house delivery costs;
- 22.4.2 Ability to deliver works at the required scale and pace;
- 22.4.3 Flexibility to respond to programme priorities; and
- 22.4.4 Management of peaks and troughs in workload without additional staffing risk.

This approach ensures that the decision to outsource continues to represent best value over the life of the programme.

22.5 Monitoring and Review

KPIs will be reviewed regularly through established governance and contract management arrangements. Performance data will inform ongoing decision-making, including any future consideration of insourcing or alternative delivery models.

23. **Conflicts of Interest Assessments**

The Procurement Act 2023 requires that Conflicts of Interest assessments are carried out for above threshold procurements to identify, record, monitor and manage potential, actual and perceived conflicts throughout the procurement and contract management cycle, starting at the procurement planning stage.

Confirm that officers, Members, consultants, stakeholders (internal and external), and anyone in positions to influence or make decisions in relation to the procurement process, have completed conflicts assessments, and where relevant that required actions have been taken and recorded to manage and mitigate any conflicts.

24. **Financial implications**

24.1 While the total estimated contract value is up to £30,000,000, the actual expenditure will need to be strictly contained within the available budget resource envelope in each financial year, taking into account other committed and contracted workstreams across the PAM capital programme.

To be noted; the £30m is the theoretical financial capacity of draw down spend rather than a committed actual spend under this award, this award will be superseded by the Competitive Open Flexible Procedure which is underway - Planned Internal, External & Fire Safety Works 2026 - Medium Term Contract CHE S558 - 6 October 2025.

The direct award to existing contractors supports continuity but the single, integrated contract management approach will ensure clear accountability to maintain competitive tension and avoid over-reliance on delivery partners.

The scope, limited to fully council-owned residential properties, must be strictly ring-fenced from the medium-term contract to prevent scope creep and statutory risk (7.2.1).

The financial rationale, based on avoiding DLO fixed costs and long-term reactive repair costs (6.2, 9.2), is sound. Performance monitoring (8.3.4) should benchmark costs against insourced models to validate the value-for-money assessment.

Financial Implications prepared on behalf of the Group Director Finance & Corporate Resources by Julie Curtis, Assistant Director of Finance, julie.curtis@hackney.gov.uk, Date 17 February 2026

25. VAT Implications on Land & Property Transactions

- 25.1 The proposed works are subject to VAT at the prevailing rate. As the expenditure relates to the maintenance of the Council's own residential housing stock within the Housing Revenue Account (HRA), the VAT incurred is fully recoverable under Section 33 of the VAT Act 1994. Furthermore, as the scope is limited to fully council-owned properties, there is no requirement for leaseholder recharge, ensuring no adverse impact on the Council's partial exemption position.

VAT implications prepared on behalf of the Group Director Finance & Resources by Mizanur Rahman, Assistant Director of Corporate Finance, mizanur.rahman@hackney.gov.uk, Date 3 March 2026

26. HR/OD implications

- 26.1 There are no HR OD implications stemming from this report

HR/OD implications prepared on behalf of the Director of HR/OD by: Steve, Strategic HR OD Business Partner, Swain, steve.swain@hackney.gov.uk, Date 4 March 2026.

27. Legal implications

- 27.1 This Report has been assessed as High Risk. Paragraph 2.20 of Contract Standing Orders states that all procurements with a risk assessment of "High Risk" will be overseen by Cabinet Procurement and Insourcing Committee and therefore this Report is being presented to Cabinet Procurement and Insourcing Committee for approval.
- 27.2 Contract Standing Order 5.8 states that "Where it is proposed to use an External Framework for a project and prices and terms are certain at the point the Business Case is formulated, and there is only one Supplier (or exceptionally where it is permissible under the framework to use a single Supplier) within a relevant category, or where selection from Suppliers within a relevant category is solely based on the lowest price (i.e. approved quality for all Suppliers within a category is equal and prices have already been obtained), a single stage combined Business Case and Contract Award report may be presented where alternatively two separate reports would be required. Therefore a combined Business Case and Contract

Award report may be presented to the Cabinet Procurement & Insourcing Committee for approval.

- 27.3 This Report recommends the procurement of contractors to carry out Planned External Works to fully council-owned residential properties using third-party frameworks. Contract Standing Order 5.6 states that Officers may also use a Framework or an Open Framework set up by other Central or Local Government organisations and/or Centralised Procurement Authority as instructed or agreed by the Group Director of Finance, or designated deputy.
- 27.4 When procuring any contract by direct award from an external framework the Council must ensure that the framework permits direct awards and that the procedures for direct awards under the framework are followed. This Report sets out such direct award procedures and the Council's compliance with them.
- 27.5 The proposals in this Report also seek delegated authority to the Group Director of Housing, Climate and Economy (in consultation with the Group Director of Finance and Corporate Resources and the Cabinet Member for Housing Management and Regeneration) to approve the award of contracts arising from the procurement, provided they are within the approved budget and comply with the procurement strategy set out in this report. Paragraph 2.4 of the Cabinet Procedure Rules states that "If the Elected Mayor delegates functions to a Committee of the Cabinet, the Committee may delegate further to an officer, except where the Elected Mayor has said that they are not allowed to delegate further". Cabinet Procurement and Insourcing Committee, as a committee of the Cabinet, is therefore permitted to delegate to an officer the decision to agree to the award of such contracts.

Legal implications prepared on behalf of the Director of Legal, Democratic & Electoral Services by: Andrew Solomon, Contracts and Procurement Lawyer, andrew.solomon@legal.hackney.gov.uk, Date 2 March 2026

28. Comments Of The Procurement Category Lead

- 28.1 This procurement is wholly compliant with both the Public Contracts Regulations 2015 and the Council's Standing order for the prevailing legislation and compliance with the Housing and Construction Legislation- it is not applicable for Section 20 under Landlord & Tenant legislation, and is not planned to be used for that purpose.
- 28.2 To be noted; the £30m is the theoretical financial capacity of draw down spend rather than a committed actual spend under this award, this award will be superseded by the Competitive Open Flexible Procedure which is

underway - Planned Internal, External & Fire Safety Works 2026 - Medium Term Contract CHE S558 - 6 October 2025.

- 28.3 The programme has commissioned a leading firm of specialist consultant surveyors - Baily Garner to advise and act as both a provider of best industry practice and a 'critical friend' to support this procurement as well as providing advice and assurance to the Specification and Costings. Of great commercial importance each work package will be benchmarked by our independent expert and the value for money assessment will be reported to the approved signatory before any sign-off.

David von-Ackerman, Procurement Category Lead - Construction & Environment, david.von-ackerman@hackney.gov.uk, Date 2 March 2026

Appendices

None

Background documents

None