

REPORT TITLE: Strategic Procurement Pipeline for Repairs, Maintenance, and Compliance Contracts

To:

Cabinet, 25 September 2025

Lead Member:

Gerri Bird, Cabinet Member for Housing

Report by:

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Wards affected:

All

Director Approval: Director James Elms confirms that the report author has sought the advice of all appropriate colleagues and given due regard to that advice; that the equalities impacts and other implications of the recommended decisions have been assessed and accurately presented in the report; and that they are content for the report to be put to the Cabinet/Cabinet Member for decision.

1. Recommendations

1.1 It is recommended that Cabinet:

1. **Note** the procurement pipeline for repairs, maintenance, and compliance works as set out in the appendix to this report.
2. **Delegate authority** to the Director of City Services, in consultation with relevant Cabinet Members and Chief Officers, to award contracts within this pipeline following completion of the appropriate procurement processes

2. Purpose and reason for the report

- 2.1 A medium-term procurement pipeline has been developed for repairs, maintenance, and building compliance work. This covers planned and responsive maintenance as well as specialist compliance activities, including damp, condensation, and mould treatment. The coordinated approach strengthens in-house delivery, helps the Council

meet its statutory obligations, and supports wider goals such as improving tenant satisfaction and service resilience. By publishing the contract pipeline in line with the Procurement Act 2023, the Council is ensuring transparency, enabling providers to plan effectively, and aligning activity with its corporate direction.

Bringing this pipeline together provides visibility over the medium term and supports the achievement of best value for the Council. It does not require additional funding and is already incorporated into approved budgets and the Council's Medium-Term Financial Strategy (MTFS).

The purpose of this report is to present the pipeline for public visibility and to seek formal approval and delegated authority to proceed with the procurements and award the resulting contracts, ensuring best value for the Council.

3. Alternative options considered

3.1 As each procurement and its resulting contract exceeds the threshold for a key decision, Member approval is required. In determining how best to secure this approval, two alternative approaches were considered:

1. **Separate approvals for each procurement** – Requires multiple Cabinet reports and decisions, reducing visibility of the overall programme, increasing administrative effort, and making it harder to coordinate procurement activity to achieve best value. Option discounted.
2. **Urgent decisions by the lead member outside Cabinet** – This would bypass the planned, transparent decision-making process the pipeline is intended to provide. Relying on urgent, out-of-cycle decisions would reduce scrutiny, increase the risk of fragmented procurement activity, and undermine the benefits of a coordinated approach. Option discounted.

4. Background and key issues

4.1 4.1 In order to comply with the Procurement Act 2023 (PA23), the Council is required

to maintain and publish a pipeline of contracts that shows a clear schedule of letting. This ensures transparency, forward planning, and compliance with statutory procurement obligations. It also provides greater foresight for potential providers which supports market development and widens opportunities for providers and partnerships to plan ahead for new business opportunities.

4.2 As a starting point, the pipeline has been developed for the City Services Directorate, where contractual requirements are most concentrated. This focus will support the service with properly let and managed contracts and is expected to deliver measurable benefits for tenants of our housing stock and for all users of council-owned buildings across Cambridge. Where possible, the Council will review the feasibility of delivering works **in-house** before proceeding to external procurement, ensuring that internal capacity is fully utilised before engaging external providers.

4.3 The programme covers both statutory obligations and compliance requirements for the housing portfolio, as well as support for the Council's commercial properties and operational facilities, including community centres and office buildings.

4.4 This report presents a schedule of approximately **13 contracts with a combined value of approximately £74m** that will be let as a coordinated programme over the next six months. Bringing this forward as a single schedule allows the Council to secure delegated authority for contract awards, avoiding the need to bring forward multiple individual reports, and making more efficient use of committee time.

4.5 **This is not a request for additional funds** — it is a consolidation of budgets already approved within the Medium-Term Financial Strategy (MTFS) to maintain and improve the property portfolio. Spend will be actively managed in-year to ensure delivery remains within existing budget allocations and avoids overspending. The full amount is unlikely to be spent – this figure builds in headroom for contingency in key areas (such as DCM) to ensure resilience, continuity of service, and compliance with procurement law.

4.6 Delivering the pipeline as a coordinated programme will allow officers to monitor progress closely, adapt to changing needs during the letting process, and manage dependencies between contracts. Sequencing will be planned to minimise disruption to tenants, avoid clashes with other council works, and ensure the best use of in-house delivery capacity.

4.7 The pipeline approach will also provide a blueprint for the next phase of scheduled procurements, enabling lessons learned from this programme to inform future activity.

4.8 The new legislation strengthens the role of contract management across the organisation. With a mandatory reporting obligation to the Cabinet Office for contracts in excess of £4.4m, consolidating contracts will make oversight easier, give a clearer picture of organisational needs, and enable targeted interventions where necessary. The onus will rest with the Council's Procurement Service to maintain accurate reporting, ensure robust service driven contract management arrangements are in place, and coordinate with service managers to address performance issues promptly.

4.9 Attached at Appendix 1 is the proposed programme, showing outline dates for letting the contracts, their indicative durations, and total lifetime values.

5. Corporate plan

5.1 This decision supports the Council's Corporate Plan [Corporate plan 2022-27: our priorities for Cambridge - Cambridge City Council](#) by contributing to the priorities of:

- **Leading Cambridge's response to the climate change and biodiversity emergencies** ensuring all building works and maintenance meet high environmental standards and contribute to sustainability goals.
- **Tackling poverty and inequality and helping people in the greatest need** by maintaining safe, compliant, and energy-efficient homes and community facilities.
- **Modernising the council to lead a greener city that is fair for all** by delivering a transparent procurement programme that embeds sustainability,

ensures fairness across all wards, and maintains safe, compliant, and energy-efficient buildings.

6. Consultation, engagement and communication

6.1 Supplier Engagement

A supplier engagement event is planned for early to mid-September to alert the marketplace to the forthcoming procurement opportunities and to encourage a wide and competitive field of bidders. This event is a requirement as part of the new procurement legislation and will provide an overview of the planned works, indicative timescales, and the Council's expectations in terms of quality, compliance, and social value.

The engagement will be publicised through the Council's website, the procurement portal, and targeted outreach to existing and potential suppliers, including small and medium-sized enterprises and local contractors. By signalling the scale and range of opportunities in advance, the Council aims to stimulate market interest, build capacity, and support suppliers in preparing high-quality bids.

6.2 Internal Stakeholder Engagement

In parallel with supplier engagement, the Council will ensure early and ongoing communication with internal stakeholders. This includes TUs, housing officers, asset managers, compliance team. Regular briefings will be scheduled to ensure operational teams are aware of the procurement timetable and contract scopes. This will allow service managers to plan workloads, align internal resources, and coordinate with other projects or works programmes to minimise disruption.

6.3 Post-Award Communication

Following contract awards, a structured communication plan will be implemented to keep tenants, councillors, and community stakeholders informed of forthcoming works.

- **Tenants** will receive clear, accessible notifications in advance of works, including scope, timetable, and any likely impacts on property access or services.
- **Ward councillors** will be provided with updates to enable them to respond to

resident enquiries and support positive engagement.

- **Community stakeholders** (including resident associations and local facilities managers) will be briefed where works affect community centres, public buildings, or shared spaces.

This approach will help build trust, reduce complaints, and ensure that the benefits of the procurement pipeline are visible and understood by those affected

7. Anticipated outcomes, benefits or impact

7.1 Anticipated outcomes, benefits or impact: A fuller set of anticipated outcomes and benefits, including detailed compliance, financial efficiency, and asset management measures, is set out in the supporting documentation - **Repairs and Maintenance Procurement Approach**.

The anticipated outcome is a clear and consistent procurement pipeline, giving City Services a structured approach to commissioning that secures statutory compliance, delivers value for money, and sustains high-quality repairs and maintenance across the property portfolio.

Where possible, the Council will review the feasibility of delivering works **in-house** before proceeding to external procurement, ensuring that internal capacity is maximised and that contracts are let where specialist expertise, additional capacity, or statutory compliance requirements cannot be met internally.

This approach will reduce the risk of gaps in provision, enable better planning and coordination of works, and strengthen relationships with suppliers. It will also support the in-house delivery teams by providing reliable external capacity, specialist expertise where required, and a consistent standard of quality across all contracted works.

Tenant-Facing Outcomes & Benefits

- **Quicker resolution of repairs** – including damp, mould, and disrepair – leading to faster improvements in homes.

- **Improved tenant safety** – through stronger compliance on fire, asbestos, water testing, and other key risks.
- **More reliable repairs service** – reducing disruption, repeat visits, and complaints.
- **Clearer communication with tenants** – keeping residents better informed on the status of repairs and works.
- **Faster turnaround of voids** – helping to meet housing need and reduce homelessness pressures.
- **Greater consistency of service standards** – ensuring tenants across the city receive the same quality response.
- **Improved tenant satisfaction and confidence** – through transparent, well-managed contracts and visible service improvements.

In addition, the procurement pipeline will contribute to the Council's **community wealth building** objectives by:

- **Maximising local economic benefit** – Structuring contracts and lots to be, where feasible, accessible to small and medium-sized enterprises (SMEs), social enterprises, and locally based contractors, enabling more public spending to circulate within the Cambridge economy.
- **Creating skills and employment opportunities** – Embedding requirements for apprenticeships, work placements, and upskilling of the local workforce into contract specifications.
- **Encouraging ethical supply chains** – Applying social value criteria that promote fair wages, safe working conditions, and environmentally sustainable sourcing throughout the supply chain.
- **Strengthening community resilience** – Investing in works that improve the safety, efficiency, and longevity of housing and public buildings, reducing maintenance needs and associated costs over time.

By aligning procurement with these principles, the Council will not only secure best value in a financial sense but will also deliver wider economic, social, and environmental returns for Cambridge tenants.

8. Implications

8.1 Relevant risks

1. **Market capacity and competition** – Limited supplier interest or insufficient market capacity could lead to higher prices or reduced quality. **Mitigation:** Early supplier engagement led by the Council's Procurement Team, clear pipeline communication, and breaking opportunities into lots to encourage SME participation.
2. **Procurement delays** – Delays could lead to gaps in service provision or continued reliance on short-term arrangements. **Mitigation:** Forward planning of the pipeline with active oversight from the Procurement Team and delegated authority to award contracts, reducing the need for urgent or out-of-cycle decisions.
3. **Cost inflation** – Increases in material or labour costs could affect contract cost. **Mitigation:** Cost monitoring by the Procurement Team in liaison with Finance and the assigned Contract Manager, inclusion of contingency in the MTFS, and competitive tendering to secure best value.
4. **Contractor performance** – Contractors may fail to deliver to required standards or timescales. **Mitigation:** Procurement Team in conjunction to ensure robust contract terms, with ongoing contract management by service managers, including performance monitoring and clear escalation processes.
5. **Compliance risk** – Failure to have suitable contracts in place could result in breaches of statutory obligations. **Mitigation:** Procurement Team to ensure all contracts are compliant with procurement regulations and relevant legislation, directed by specialist compliance officers as necessary.
6. **Operational risks** – The delivery of multiple contracts within the same period may place pressure on in-house delivery teams, particularly in scheduling inspections, coordinating access, and managing contractor interfaces. There is

also a risk of programme slippage if contract sequencing is not carefully planned, leading to clashes or inefficient mobilisation of contractors.

Mitigation: The programme will be sequenced to spread workloads across the delivery period, with early engagement of in-house teams in scheduling. Dependencies on other projects or planned works will be mapped at the outset, and contingency built into timelines to allow for unforeseen delays.

7. **Tenant and community disruption** – Repairs and compliance works may require access to tenant homes and community facilities, which can cause short-term inconvenience. **Mitigation:** Early and clear communication with tenants, community users, and other building occupants to agree access arrangements and minimise disruption. Works will be grouped geographically where possible to reduce repeat visits and improve efficiency.
8. **Reputational risk** – Failure to put effective contracts in place, delays in procurement or poor contractor performance could lead to safety compliance failures, tenant dissatisfaction, or public criticism of the Council's ability to maintain its housing and building stock. **Mitigation:** Maintain close monitoring of procurement progress, ensure robust contract management arrangements are in place, collecting and assessing performance metrics from contracts. Proactively update councillors, tenants, and the public on progress and resolution of any serious issues.

Financial Implications

- 8.2 The value of these procurements and subsequent contracts is already incorporated into approved budgets and the Council's Medium-Term Financial Strategy (MTFS). They represent planned expenditure within existing allocations for the maintenance, repair, and compliance of the Council's building stock, rather than any request for additional funding. This approach provides a structured and efficient route to deliver the works already anticipated in the financial plans, ensuring that resources are used effectively to maintain statutory compliance, service standards, and value for money.

Legal Implications

- 8.3 This decision is part of the due process required under the Procurement Act 2023 (PA23), which mandates the publication of a procurement pipeline for contracts above set thresholds. Compliance with PA23 ensures transparency, fair competition, and accountability in public sector procurement. All contracts will be let in accordance with the Council's Contract Procedure Rules, and, where applicable, relevant UK procurement regulations.

Equalities and socio-economic Implications

- 8.4 An Equality Impact Assessment has been completed and confirms that any potential effects of the procurement pipeline have been identified, considered, and will be appropriately managed. Particular attention will be paid to supporting vulnerable tenants, ensuring that works do not disproportionately disadvantage any protected group, and making reasonable adjustments where required.

Net Zero Carbon, Climate Change and Environmental implications

- 8.5 **Climate Change Rating – High Positive**

The procurement pipeline for repairs, maintenance, and compliance works has been designed to deliver significant and sustained positive environmental impacts, fully aligned with the Council's Net Zero Carbon target and wider climate change objectives. All procurement specifications will require contractors to minimise carbon emissions, maximise energy efficiency, and prioritise the use of renewable energy sources. Measures will include installing high-efficiency systems, improving insulation, and integrating low-carbon technologies where possible.

Waste minimisation is embedded in the programme, with contractual obligations for segregation, recycling, and the reuse of materials. This not only reduces landfill but also cuts emissions associated with manufacturing and transport of new materials. Local sourcing will be prioritised, reducing transport miles and supporting low-emission or electric vehicle use within the contractor fleet.

Through these combined measures, the programme is expected to make a high positive contribution to reducing operational carbon emissions, enhancing resource

efficiency, and increasing climate resilience across the Council's property portfolio. It demonstrates a proactive approach to embedding environmental sustainability into all stages of procurement, delivery, and ongoing contract management.

Procurement Implications

- 8.6 The Procurement implications are clearly laid out in Section 4

Community Safety Implications

- 8.7 The procurement pipeline includes works that will directly improve building safety, including compliance with fire safety regulations, electrical safety, and asbestos management. By maintaining safe and secure housing and community buildings, the programme supports overall community wellbeing and reduces potential risks to residents and visitors.

9. Background documents

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 9.1
- Procurement Act 2023 (PA23) and Procurement Regulation 2024 (PR24) – Government guidance and statutory requirements
 - Cambridge City Council Corporate Plan 2022–2027
 - Cambridge City Council Contract Procedure Rules
 - Equality Impact Assessment – Procurement Pipeline for Repairs, Maintenance and Compliance

10. Appendices

- 10.1 Appendix 1. Repairs and Maintenance Procurement Approach
- 10.2 Appendix 2. Climate Change Rating Tool
- 10.3 Appendix 3. Equality Impact Assessment
- 10.4 Appendix 4. Market Engagement Event - Multiple Responsive Repairs Contracts

To inspect the background papers or if you have a query on the report please contact: Sean Cleary, Strategic Delivery Manager

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