

Section 20 Consultation

Summary of Observations and Responses

Facilities Management Contractor Procurement June 2026

This document summarises the written observations received during the Section 20 consultation period in relation to the proposed reprocurement of Facilities Management contractor services in 'Lot 2' and 'Lot 4'.

All observations received during the consultation period have been reviewed and considered before progressing to the next stage of the procurement process.

The observations do not change the overall intention to continue with the procurement. However, they have identified a number of points that will be reflected in the tender process, quality evaluation, mobilisation planning and future contract management arrangements.

For privacy reasons, this website version summarises observations by theme and does not publish residents' personal contact details or email correspondence.

Observation response schedule

Ref	Theme	Summary of observation received	Suggested Response	How this will be taken forward
1	Local delivery	A number of residents commented that local contractors, or contractors with a strong local presence, may provide a more responsive service than contractors based further away. Concerns included travel distance, response times, cost, local accountability and knowledge of local suppliers.	This observation is noted. The procurement will not automatically exclude regional or national contractors. However, the ability to provide an effective local service is an important consideration. Tenderers will be expected to explain how they will resource and manage the service at each location.	Local delivery arrangements will be considered as part of the quality evaluation. Tenderers will be asked to explain their operational base, management arrangements, supervision, directly employed labour and use of local supply chains.
2	Regional contract structure	A resident asked whether contractors could bid for specific regions rather than all locations, particularly where a regional approach may improve service delivery.	This observation is noted. The procurement approach has been designed to secure appropriate service coverage and value for the relevant locations. Where the procurement structure allows, regional delivery capacity will be considered.	The procurement team will confirm the lotting and regional structure being used.
3	Response times	Residents expressed concern that contractors based further away may delay smaller jobs until enough work has built up to justify a visit.	This is a valid service delivery concern. Contractors will be expected to meet required response times and service standards regardless of where they are based.	Tenderers will be asked to explain how they will meet response times, manage job allocation, avoid unnecessary delays and achieve timely completion. Performance against response times will be monitored during the contract.

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4	Contractor structure and accountability	Residents asked for clarity on where contractor staff will be based, including the responsible director, site manager, directly employed trades and subcontractors.	This is a reasonable request and is relevant to understanding how each contractor will deliver the service.	Tenderers will be required to provide details of their proposed management structure, operational base, supervision arrangements, directly employed labour and subcontractor arrangements.
5	Local knowledge and supply chain	Positive feedback was received about a local subcontractor who attended promptly, understood the local area and could source materials locally.	This feedback is noted. Local knowledge and access to a suitable supply chain can support timely repairs and first time resolution.	Local supply chain arrangements and access to materials will be considered during tender evaluation and mobilisation planning.
6	Current contractor performance	A resident commented that the current contractor's performance had previously been poor but had improved more recently, and suggested extending the current contract.	This observation is noted. Recent contractor performance is relevant context. However, any future appointment must be determined through the procurement process and assessed against the agreed evaluation criteria.	Any tender from the current contractor will be evaluated consistently against the same criteria as other tenderers.
7	Historic service quality	Residents raised concerns about historic contractor performance, including delays, quality of work, lack of follow up and perceived weaknesses in contract management.	These observations are noted. One of the aims of the reprocurement is to secure clearer service standards, stronger performance management and improved accountability.	The new contract will include clear performance requirements, reporting arrangements, escalation routes and contract review processes.
8	Cleaning, grounds maintenance and village presentation	Some observations referred to cleaning, gardening, weeds, planting and general village presentation.	These comments are important resident feedback although these services sit outside the direct scope of the Facilities Management contractor procurement.	Pass feedback to relevant Regional Building Surveyor.

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9	Building fabric and estate condition	Residents raised concern that parts of the village estate appear to be deteriorating and that repairs or maintenance do not always keep pace with condition.	This observation is noted. It highlights the importance of clear responsibility between responsive repairs, planned maintenance and capital investment.	
10	Planned maintenance	A resident asked whether a 3 or 5 year planned preventative maintenance programme will be provided by the contractor or by ExtraCare, and whether this will be shared with residents.	This observation is noted. Planned maintenance is important for asset condition, cost control and reducing disruption. Certain PPM schedules may be provided upon request following mobilisation.	Where planned programmes affect residents, consideration will be given to how they are communicated locally.
11	Interface with village teams	A resident asked how works beyond the in-house maintenance team will be referred to the contractor, progressed and reported back to local management and residents.	This is a helpful clarification point. Clear handover and reporting arrangements between village teams, in house maintenance staff and contractors are essential and will be driven by our housing management system once this is implemented.	The specification and mobilisation plan will define referral routes, approval thresholds, diagnostic responsibilities, progress updates and completion reporting.
12	Recurring local maintenance issues	Residents referred to historic issues including lifts, access doors, leaks and unresolved repairs, and expressed hope that the new arrangements will improve service delivery.	These observations are noted. The new arrangements should support clearer accountability and escalation for recurring or long running issues.	Contract management arrangements will include escalation processes for repeated failures, long running repairs and issues affecting critical building systems.
13	Clarity of consultation documents	A resident commented that the consultation documents were difficult to understand and queried specific technical references within the documents.	This observation is noted. The documents are technical in nature and may be difficult for some residents to navigate.	For future consultations, consideration will be given to providing a plain English summary alongside technical documentation.

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14	Resident support requests	A resident requested assistance with changing ceiling bulbs due to age and instability using steps.	This appears to be an individual service request rather than an objection to the procurement. However, it highlights the importance of safe and sensitive service delivery for older residents.	The local process for requesting this type of assistance will be confirmed. Tenderers will also be asked how they will work safely and respectfully in residents' homes.
15	Method statements	A resident commented that the documents did not appear to include enough detail on method statements, supervision, management of works or working with elderly and frail residents.	Noted. Detailed method statements are normally task specific and would not usually form part of the initial consultation documentation. However, the point is relevant to the quality of future service delivery in an occupied later living environment.	Tenderers will be asked to set out their general approach to supervision, resident communication, access, conduct in homes, safeguarding awareness and training. Task specific method statements will be required where appropriate when works are instructed.
16	Conduct in residents' homes	A resident raised concern that operatives do not always treat residents' properties as homes, including not using shoe covers, not protecting floors and leaving mess.	This is a valid service quality concern. Contractors and subcontractors will be expected to treat residents' homes with respect and leave work areas clean and safe.	Resident care standards will be included in the specification. Tenderers will be asked to explain their approach to floor protection, cleanliness, behaviour and working in occupied homes.
17	Competence and qualifications	A resident raised concern that some operatives may not have the right skills for the works allocated to them.	This observation is noted. Contractors must ensure that staff and subcontractors are competent, trained and appropriately qualified for the work they undertake.	Tenderers will be required to provide details of competency, qualifications, supervision and training arrangements for relevant trades and specialist works.

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18	Quality assurance and sign off	Residents raised concern that completed works are not always checked or signed off properly, which can result in repeat visits, additional cost and frustration.	This observation is noted. Quality assurance and completion checks are an important part of effective contract management.	Tenderers will be required to explain their quality assurance process, including supervisor checks, completion records and resident confirmation where appropriate. Repeat visits and failed completions will be monitored.
19	Subcontractor management	A resident suggested that a senior contractor manager should check and sign off works before operatives leave site, particularly where works are subcontracted.	This is a constructive suggestion. The level of inspection should be proportionate to the nature and risk of the work, but the main contractor will remain responsible for subcontractor quality.	The contract will make clear that the main contractor remains responsible for subcontracted works. Supervision and sign off arrangements will be considered during tender evaluation.
20	Communication with residents	Residents requested clearer communication about what works involve, expected timescales, delays and completion.	This observation is noted. Communication with residents is an important part of service quality and resident confidence.	Communication standards will be included in the specification and performance monitoring. Tenderers will be asked how they will update residents and village teams.
21	Complaint handling and accountability	A resident expressed concern that complaints are listened to but not always acted upon, and that village level frustrations are not always understood.	This observation is noted. The procurement provides an opportunity to strengthen accountability, escalation and resident feedback arrangements.	Contract governance will include clear escalation routes, performance reporting and review arrangements. Consideration will be given to how resident feedback is captured during contract management.

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22	Unfinished works	A resident raised concern that some jobs are started and then left unfinished for long periods.	This is a service delivery concern. Contractors should not leave jobs open without explanation, progress updates or agreed timescales.	Open jobs, ageing work orders and incomplete works will be monitored through contract reporting and escalation arrangements.
23	Productivity and attendance	A resident raised concern that operatives sometimes attend site but appear to spend significant time sitting in vehicles.	This observation is noted as a supervision and productivity concern. Contractors should be able to demonstrate effective attendance, job allocation and completion.	Attendance, job status and completion data will be reviewed through contract performance monitoring.

Conclusion

All written observations received during the consultation period have been reviewed and considered.

The observations do not change the overall intention to proceed with the Facilities Management contractor reprocurement. However, they have identified important matters that will be reflected in the next stage of the process.

In particular, the procurement will place appropriate emphasis on:

1. Local delivery capability and resource.
2. Contractor response times and first time resolution.
3. Competent and appropriately trained operatives.
4. Respectful conduct in residents' homes.
5. Supervision, quality assurance and sign off.
6. Management of subcontractors.
7. Communication with residents and village teams.
8. Management of open jobs and recurring issues.
9. Clear interface between responsive repairs, planned maintenance and capital works.
10. Clearer resident facing information where technical documents are used.

The observations will be used to inform tender clarification, quality evaluation, mobilisation planning and future contract management arrangements.