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Planning

## **Strategic Partner for Newham's Housing Improvement Programme**

London Borough of Newham

UK2: Preliminary market engagement notice - Procurement Act 2023 - [view information about notice types](#)

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### **Scope**

### **Reference**

TBC

### **Description**

#### 1. Introduction

The London Borough of Newham invites expressions of interest from suitably qualified and experienced organisations to partner with us on our Housing Improvement Programme. This strategic partnership will be critical to addressing the findings of the Regulator of Social Housing (RSH) inspection and achieving full compliance with the Consumer Standards. We seek a delivery partner who will work collaboratively with our in house teams and advisers to deliver safe, decent homes and secure sustainable service improvement.

#### 2. Background and Context

The Social Housing (Regulation) Act 2023 introduced strengthened Consumer Standards and a proactive inspection regime. Following the RSH inspection in May 2024, Newham Council received a C4 grading, demonstrating systemic failings in:

- Safety & Quality
- Transparency, Influence & Accountability

In response, the Council has launched a comprehensive Improvement Programme and is entering into a Voluntary Undertaking with the Regulator. This will set out required actions, milestones, governance and reporting arrangements. Our strategic ambition is to move rapidly from reactive compliance to a proactive, intelligence led asset and safety management model supported by strong data governance and organisational capability.

### 3.Purpose and Partnership Objectives

The Council seeks a strategic delivery partner to:

- Act as an extension of the in house Housing Asset Management Team.
- Provide advisory, delivery and management capacity to accelerate improvement at pace.
- Ensure tenants' homes remain safe, habitable and fully compliant with regulatory requirements.
- Work with the Council's in house Asset Management Team and Savills to co design, implement and embed the Target Operating Model (TOM) for asset, safety and compliance management, including structured mobilisation, process redesign, capability transfer and cultural change.

The partner will be expected to work in line with the Council's values: excellence, openness, transparency, learning from mistakes, collaboration, and tenant centred service delivery.

### 4.Scope of Services

It's anticipated the strategic partner assignment will last between 18 and 24 months. The Council are looking to appoint the strategic partner by no later than April/May 2026. The appointed partner will be responsible for delivering an integrated programme across six interconnected workstreams.

#### 4.1Compliance, Safety and Remedial Works (including Tenant Safety)

- Deliver a comprehensive programme of remedial works covering all statutory and

regulatory compliance actions under the following areas:

- oFRA Remedials
- oDamp & Mould
- oHHSRS Remedials
- oElectrical Safety
- oStock Condition Survey Remedials
- oTenancy Audits Repairs
- oGas Safety
- oAsbestos Safety Management
- oWater Hygiene (Legionella)
- oLifts & Lifting Equipment (LOLER)
- oSmoke & CO

- Address and eliminate the backlog of planned and reactive repairs, stabilising business as usual delivery.
- Implement robust safety measures, including fire safety, gas safety, electrical safety, water hygiene, asbestos management, structural safety, damp and mould remediation, lift safety, smoke and Carbon Monoxide detection, and resident communication.
- Ensure all activity complies with relevant legislation and guidance, including the Housing Health and Safety Rating System (HHSRS), Regulatory Reform (Fire Safety) Order 2005, Control of Asbestos Regulations 2012, Gas Safety (Installation and Use) Regulations 1998 and related statutory requirements.

#### 4.2 Programme and Supply Chain Management

- Design and manage a comprehensive, risk based work programme aligned to the Council's priorities.
- Establish a balanced and capable supply chain, ensuring quality, compliance and resilience.

- Plan and schedule works to optimise productivity and minimise disruption to residents.
- Produce clear and compliant work specifications.
- Work closely with Newham Procurement, to provide additional capacity where required
- Understanding service and work requirements, producing specifications, supplier evaluations and selection, etc.
- Oversee contract management, performance, compliance and risk.
- Implement KPIs, reporting and continuous improvement processes.

#### 4.3 Asset Management and Data Governance

- Establish the Council's asset management function, including asset data management, stock condition surveys and long term lifecycle planning.

Improve data quality and governance by ensuring accuracy, completeness and timeliness of asset and compliance data.

- Implement data governance frameworks and conduct regular audits.
- Integrate data systems with asset management and compliance platforms for real time insight.
- Provide training to staff in order to strengthen existing Newham housing teams' knowledge on data standards, quality and best practice.
- Ensure compliance with UK GDPR and the Data Protection Act 2018.

#### 4.4 Capital Programme Delivery

- Plan, manage and deliver the Council's capital investment programme.
- Address priority risk areas promptly.
- Ensure homes meet and exceed Decent Homes standards.
- Apply strong financial control, gateway assurance and whole life value principles.

#### 4.5 Target Operating Model (TOM): Implementation and Embedding

- Work with the Council's in house Asset Management Team and Savills to deliver the

TOM, covering governance, roles and responsibilities, organisational structure, end to end processes, systems, data and reporting, and performance management.

- Develop mobilisation plans, standard operating procedures, training materials and quality assurance frameworks.
- Provide structured change support and capability transfer to ensure the TOM is embedded, sustainable and fully owned by the Council.

#### 4.6 Capability, Culture and Organisational Development

- Conduct a gap analysis of organisational readiness, skills and capacity.
- Support leadership development and strengthen operational competence in compliance, asset management, risk, assurance and resident engagement.
- Embed a learning culture based on transparency, continuous improvement and right first time principles.
- Co produce improvement activity and communication with tenants and resident groups.

#### 5. Expected Outcomes and Performance Measures

The partnership will deliver measurable improvements, including:

- 100% statutory compliance across all safety areas within agreed timescales.
- Reduction and elimination of repairs backlogs against an agreed trajectory.

Improved accuracy, completeness and governance of asset and compliance data, validated through audit.

- Capital programme delivery achieved to time, quality and cost.

Improvements in resident experience, including satisfaction and communication.

- Successful implementation and embedding of the TOM, with evidence of capability transfer and reduced dependency on the partner over time.
- Strengthened internal controls and independent assurance.

#### 6. Partnership, Governance and Ways of Working

- Operate as a single integrated team with the Council and Savills, supported by clear

governance, RACI structures and escalation pathways.

- Establish a joint Programme Management Office (PMO) with transparent reporting, risk management and change control.
- Uphold the Council's standards relating to health and safety, equality, diversity and inclusion, information governance and social value.
- Demonstrate open book working, clear communication and evidence based decision making.

## 7. Indicative Commercial and Delivery Parameters

- Partnership model: strategic delivery partner; consortiums welcome with a nominated lead.
- Indicative duration: 18 – 24 months, with gateways, reviews and breakpoints.
- Mobilisation: immediate mobilisation following award, including a 90 day mobilisation and risk burn down plan.
- Estimated value: £3m - £4m per annum (inc. VAT)
- Compliance with the Freedom of Information Act 2000 and Environmental Information Regulations 2004 where relevant.

## 8. Market Engagement - questions

In order to register your expression of interest, please complete the below form:

[https://forms.office.com/Pages/ResponsePage.aspx?id=4Wk2NRiX-Eab7ZWvyHdsinT36ZDEE\\_JBoyz6k2rSYs9UOENNWIIBTFZTNUE0NVRQTDZZQzQ0VVozTi4u](https://forms.office.com/Pages/ResponsePage.aspx?id=4Wk2NRiX-Eab7ZWvyHdsinT36ZDEE_JBoyz6k2rSYs9UOENNWIIBTFZTNUE0NVRQTDZZQzQ0VVozTi4u)

The link to the survey is also included in the portal (within the document titled 'EoI for Newham Housing Strategic Partner')

## Timelines

- EOI response (survey completion) deadline: 11th February 2026
- Estimated tender exercise publication: March 2026

NOTE: dates in reference to contract start and end dates within this notice are estimated

## 9. Contact Information

Paul Graham – Procurement Lead for Housing

[Paul.graham@newham.gov.uk](mailto:Paul.graham@newham.gov.uk)

For more information about this opportunity, please visit the Delta eSourcing portal at:

<https://www.delta-esourcing.com/tenders/UK-UK-Newham:-Housing-services./8Y9EM57XJ9>

To respond to this opportunity, please click here:

<https://www.delta-esourcing.com/respond/8Y9EM57XJ9>

### **Total value (estimated)**

- £8,000,000 including VAT

Above the relevant threshold

### **Contract dates (estimated)**

- 16 April 2026 to 14 April 2028
- 1 year, 11 months, 29 days

### **Main procurement category**

Services

### **CPV classifications**

- 70333000 - Housing services

- 71315210 - Building services consultancy services

## **Contract locations**

- UKI - London
- UKI4 - Inner London - East

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## **Engagement**

### **Engagement deadline**

11 February 2026

### **Engagement process description**

We are inviting interested organisations to register their interest by completing this short survey. Your responses will help us understand market capability, framework coverage, and potential opportunities for innovation. The insights gathered will directly inform the development of our tender strategy, route-to-market considerations, and the specification for the services. Please respond to all questions as fully as possible. Responses provided through this form will be used in place of email registrations of interest. We thank you in advance for your engagement and look forward to reviewing your submission.

In order to register your expression of interest, please complete the form at the following link:

[https://forms.office.com/Pages/ResponsePage.aspx?id=4Wk2NRiX-Eab7ZWvyHdsinT36ZDEE\\_JBoyz6k2rSYs9UOENNWIIBTFZTNUE0NVRQTDZZQzQ0VVozTi4u](https://forms.office.com/Pages/ResponsePage.aspx?id=4Wk2NRiX-Eab7ZWvyHdsinT36ZDEE_JBoyz6k2rSYs9UOENNWIIBTFZTNUE0NVRQTDZZQzQ0VVozTi4u)

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## Contracting authority

### London Borough of Newham

- Public Procurement Organisation Number: PYBN-4422-TNXJ

1000 Dockside Road

Newham

E16 2QU

United Kingdom

Contact name: Paul Graham

Email: [paul.graham@newham.gov.uk](mailto:paul.graham@newham.gov.uk)

Region: UKI41 - Hackney and Newham

Organisation type: Public authority - sub-central government