

## LONDON BOROUGH OF HAMMERSMITH & FULHAM

**Report to:** Bram Kainth, Executive Director of Place in consultation with the Cabinet Member for the Economy

**Date:** 11/06/2024

**Subject:** Procurement Strategy for the demolition of Linford Christie Changing room and shower block and the provision of design, purchase, and installation of nine purpose-built WC, changing room and shower facility porta cabins for Linford Christie

**Author:** Sebastian Mazurczak – Corporate Property FM Compliance and Energy Manager

**Responsible Director:** Assistant Director Economy – Jonathan Skaife

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### SUMMARY

The Linford Christie Stadium main building changing rooms and shower block is beyond economical repair and now classified as a dangerous structure, which requires demolition due to the extensive foundation movement as advised by building control and other experts. CAB and SLT member have previously approved the procurement strategy to purchase and install nine purpose-built WC, changing room and shower facility portacabins to replace the main building function but the original plan was to place them adjacent to the main building.

Now that the main building requires demolition, the scope is changed to place the cabins on the footprint of the demolished main building to utilise the main services already present there and no need to take additional space.

Linford Christie provides an important and diverse sporting offer and is heavily used by local residents, schools, and clubs. The previous tender exercise for the portacabins only brought in 1 acceptable tender that met requirements, but the costs were double of what was originally budget for. Property and FM request to retender the works again with a more specific specification for the portacabins, the demolition works in addition, and to go to the open market rather than using a framework as done previously.

This will then be treated as one project from start to finish.

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### RECOMMENDATIONS

1. To approve the procurement strategy, which will result in conducting an open tender competition for the demolition of the main building with a contract estimated value of £600,000.
2. To approve the procurement strategy, which will result in conducting an open tender competition for the purchase of 9 purpose-built portacabins

incorporating WC, changing room and shower facilities for Linford Christie with a contract estimated value of £650,000.

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**Wards Affected:** Wormwood Scrubs

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<b>Our Values</b>	<b>Summary of how this report aligns to the H&amp;F Values</b>
Building shared prosperity	The procurement strategy will establish provision of new bespoke showers and changing facilities for residents, schools and local clubs to enjoy, and would increase usage of this local sports amenity, the only one of its kind in the north of the borough.
Creating a compassionate council	The importance of providing sporting facilities and services to the local community including children and disabled users. H&F staff will also that all works are carried out diligently and carefully with limited disruption to the rest of the sporting facilities on site.
Doing things with local residents, not to them	Stakeholders and local residents will be consulted where this is viable to ensure demolition and replacement is carried out without causing undue noise and disruption and to meet any specific needs.
Being ruthlessly financially efficient	Tendering has enabled the assessment and weighting of the most cost-effective bids for the selection of the contractor who is able to demonstrate that they can complete the projects within the timeframes in a cost-efficient manner as set out in this procurement.
Taking pride in H&F	Renewed facilities will increase the attractiveness to schools, sports clubs and community users.
Rising to the challenge of the climate and ecological emergency	The contractor will be required to give details of its approach to energy consumption, use of sustainable materials, transport plan, site waste management, and noise pollution. It will be encouraged as part of the tender

	<p>process to reduce carbon emissions as much as possible and to use materials that are obtained from an accredited source and using local labour resources wherever possible.</p>
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## Financial Impact

1. The cost of the projects is estimated at £1,250,000 with demolition and preparation of site costing £600,000 and installation of the 9 portacabins estimated at £650,000.
2. The £1,250,000 is to be funded from a reallocation of existing funds within the CPMP from the project that was to be delivered in 2023/24. These will now form part of the programme for the following year and be funded by the agreed budget for 2024/25.
3. It should also be noted that the poor state of the existing changing rooms has adversely affecting sports booking income at the site (£80,000 income shortfall for 2023/24). It is expected that the new temporary changing facilities will enable the forecast to be improved for the income budget to be fully met from 2024/25. The proposed works will also complement the upcoming resurfacing of the athletics track and field event areas at Linford Christie Stadium, which are funded from secured s106 developer contributions via the Council's King's Coronation Youth Fund.

*Implications completed by: Will Stevens, Finance Manager ECO 10/06/24 & Kellie Gooch, Head of Finance (Environment) 10/06/24.*

*Verified by: Danny Rochford, Head of Finance (ECO and HRA), 10/06/24.*

## Legal Implications

4. The Council has the power to procure these cabins pursuant to its powers to provide leisure facilities under the Local Government (Miscellaneous Provisions) Act 1976.
5. The supply and installation of portacabins is a public supply contract for the purposes of the Public Contracts Regulations 2015 (PCR). As the value of the contract is above the relevant threshold the advertising and competition rules in the PCR need to be complied with. An open competition is a compliant means of procurement under these regulations.
6. This is a high value contract for the purposes of the Council's Contract Standing Orders. An open competition will comply with these requirements. The provisions of CSO 18 will therefore be complied with.
7. The value of the contract means that this is a key decision under the Council's Constitution and will need to be included on the key decision list on the Council's website.

Implications prepared by: John Sharland, Senior solicitor (Contracts and procurement) email [john.sharland@lbhf.gov.uk](mailto:john.sharland@lbhf.gov.uk)  
Dated 11 June 2024

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## Background Papers Used in Preparing This Report

None

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## CONSULTATION

1. Consultation was carried out between Building Control, Parks and Leisure Senior Management and Property and FM Senior Management reviewing all requirements and appraisal of all options available to deliver the facilities within achievable budgets, timings, and value for money.

## DETAILED ANALYSIS

### PROPOSALS AND ANALYSIS OF OPTIONS

2. The Linford Christie Stadium building is currently shut down with very limited services being provided apart from the Kensington Dragons where electric showers were installed as a temporary measure where it is structurally safe to do so and off the main water system. This includes only a small set of WC available whilst the fields are constantly being utilised during League games. This is a small area, only able to accommodate Kensington Dragons who lease that area.

### Evaluation of Options

3. Option 1: To Do Nothing: The exterior wall to the hospital car park side (ladies WC) will continue to move to a point that it will collapse, causing the ceiling to collapse in with potential to cause harm. Further noticeable wall movement has been found along the roadside. Additionally, with not having any changing or WC facilities, over time the site loses a valuable community asset used by a large community. The impact of not installing the 9 portacabins will also mean that the clubs who are currently in leagues would need to find alternative facilities (e.g. changing their home ground) or risk losing points. All LBHF clubs, schools, and other LBHF interested parties would need to start to make alternative arrangements if no provision was put into place. Many over the last few years have already sought other resources. Income from sites is £155k per year, which would cover the cost of the portacabins in less than 3 years.
4. Option 2: Propping Wall and Hiring portacabins: The cost of propping the wall is not cost effective as it would not resolve the issue beyond preventing collapse. The ground underneath still needs a large amount of underpinning, which is very expensive with additional expense for hoardings to secure the site.

The FM team has undertaken market research which found hiring portacabins to be considerably more expensive meaning that this option does not achieve good value. After only 9-12 months, the costs of hire will be more than to buy out right semi-permanent Cabins. They are all expected to be a usable asset for at least five years. Purchasing will also result in better quality and fit for purpose meeting the Council's requirements according to set specification.

Option 3 – Demolition and Replacement: The purchase of nine fit for purpose semi-permanent portacabins, which will include installation for WCs, showers and changing rooms, for both female and male users as well as provisions for disabled patrons can be easily placed on the existing foundations without the need for additional space. The site already has services like water supply and drainage in place, which the portacabins can be supplied with. This option is recommended in terms of practicality, cost effectiveness, and benefits to residents and other users.

## **6. Funding, Cash flow and programme of work**

The cabins would be funded by the Capital Maintenance Programme 2024/2025, which has been approved in principle by Cabinet.

Final spend will require approval by cabinet member as per Corporate Standing Orders once the procurement exercise has been completed for both the demolition and portacabin purchase costs.

## **REASON FOR DECISIONS**

7. Linford Christie Stadium provides an important amenity and a resource to the local community north of the borough. It is the home to the Thames Harriers Athletics Club, Kensington Dragons Football club, PHC Hockey Club, West London County FC, London Sports and is used extensively by the local community, schools and other clubs in Hammersmith and Fulham for hockey, American football, softball, lacrosse, flag football, netball, baseball, athletics, football, and rugby.
8. The site is a crucial income stream for Parks and Leisure, which generates £155k per annum. Whilst income dipped during the covid lockdown period due to closure, it is anticipated to increase overall with the introduction of the portacabins due to increase in usage post covid, and in part due to the redevelopment planned of all-weather pitches. Previous data shows booking of 2,808 for use of football pitches, baseball, netball, and sports day. In addition, ad hoc use of the running track is used 120 times per week,
9. The main facilities building in its current state cannot be used as has suffered severe structural deterioration due to ground movement; wear and tear of roof and skylights bringing it its end of its maintainable life; as well as in the site's mechanical services due to its past state of dormancy (with Covid playing a large part as well as safe conditions of site), the pipework and associated installation is not currently fit for purpose and would require a major upgrade as the building does not meet current building compliance

requirements with regards to Legionnaires' disease, which the site does have a history of concerns.

10. To bring the main building into a suitable state for re-occupation would require a very large investment, estimated around £6.5m. This procurement of demolition and purchase and install nine on site portacabins would be a good medium-term solution to retain the services at Linford Christie until the council had the time to evaluate fully its decision on the future of the stadium and any future investments at an estimated costs of £1.25m and be good for at least 8-10 years.

### **Equality Implications**

11. There are no equality implications or risks relevant for this contract as procurement is with regards to asset maintenance.

Implications were prepared by: Sebastian Mazurczak, Corporate Property Compliance, Risk and Energy Management, 10/06/2024.

### **Risk Management Implications**

12. There is a risk that the complexity of the project and its communication to vendors is incomplete. The social benefits of the project must be understood.
13. There is a reputational risk to LBHF that through poor vendor choice the project is delayed or is inadequately implemented. It is recommended that a vendor with a successful track record in this area including public engagement is agreed.

Implications were prepared by: *Jules Binney, Risk and Assurance Manager, 10/06/2024.*

### **Climate and Ecological Emergency Implications**

14. By demolishing the age-old building and replacing with new modern carbon friendly modular units has a positive impact on climate and ecology. The current building still makes use of large diesel boilers as there is no gas available in the area which is very heavy carbon intensive.
15. Modular units are built off site sustainably and equipment installed use very little energy like LED lighting and small 2kw heaters which are all electrical. Wastage would be minimal as they are built with insulated fabric for both walls and roof making them a very energy efficient and carbon low impact solution to a new brick building which would be carbon intensive to build and manage.

Implications were prepared by: Sebastian Mazurczak, Compliance and Energy Management in consultation and verified by Mark Thomlinson, Climate Engagement Lead, 10/06/2024.

## **Social Value**

- 16.** Social Value should be a part of the award criteria and will make up a minimum of 10% of the overall assessment. Social value key performance indicators (KPIs) should be part of their contract terms. To be considered, bids must include a proxy social value amount that is a minimum of 10% of the price quoted in the bid.
- 17.** It is recommended that the project lead for each contract works closely with H&F's Social Value Officer and the contractor to agree a delivery plan soon after the award.
- 18.** Bidders will be required to register on Social Value Portal to enter social value quantitative responses. The successful bidder for each contract is responsible for paying the Social Value Portal management fee for the term of the contract.
- 19.** It is advisable that the commissioner works closely with Legal Services to ensure appropriate social value clauses are included in the contract, so that the council can enforce its right to compensation if social value commitments are not delivered.

Implications were prepared by: *Paul Clarke, Economic Development Officer*, 10/06/24.

## **LIST OF APPENDICES**

**None**