

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Sukvinder Kalsi, Executive Director of Finance and Corporate Services, in consultation with Councillor Frances Umeh, Cabinet Member for Housing and Homelessness

Date: 3/12/25

Subject: Contract Award for Refurbishment Works to Various Void and Occupied Street Properties (Package 5)

Report Author: Vince Conway, Senior Programme Manager, Capital Delivery

SUMMARY

The report seeks approval to direct award a works contract for the major refurbishment of four street properties providing five units of accommodation. The works generally comprise structural remedial works; the replacement of ageing building elements such as windows, doors, roofs; the modernisation of kitchens and bathrooms; and the upgrade of heating and electrical installations. A decision is required to progress the appointment of the Preferred Supplier, identified in Appendix 1 (the “Preferred Supplier”) to carry out the essential works required in these properties.

In accordance with the approved procurement strategy, the contract has been procured via a direct award using Lot 1: Major Works with an Annual Value up to £749,999, of South East Consortium’s (SEC) Internal and External Works Framework (the “Framework”), which is compliant with the competition requirements set out in London Borough of Hammersmith and Fulham Council’s (the “Council”) Contract Standing Orders (CSOs).

RECOMMENDATIONS

1. Appendices 1-5 are not for publication on the basis that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
2. That the Executive Director of Finance and Corporate Services, in consultation with the Cabinet Member for Housing and Homelessness
 - Approves the contract award to the Preferred Supplier for the Contract Award Value included in Appendix 1 (the “Contract Award Value”). That being the one who was evaluated as providing the Most Economically Advantageous Tender (MEAT), on the Framework to undertake major refurbishment works to various void and occupied street properties (Package 5).
 - Approves the contingency sum detailed in Appendix 5 to deal with any unforeseen works that may arise during the delivery stage.
 - Notes that the contract is a Measured Term Contract with a notional value, set out in Appendix 1 of this report, under which orders will be placed for

specified works. The contract is expected to start during December 2025 with an estimated completion by May 2026.

Wards Affected: College Park and Old Oak, Wormholt, Munster, Palace Riverside

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	The proposed works will improve and maintain the standard of Council homes, supporting the Council in its strategic role as a social housing landlord by providing residents the opportunity of a decent home. Housing is a prime influence on quality of life, life expectancy, opportunities for work, education, leisure etc. It is critical to economic development, educational achievement, public health, and community cohesion.
Creating a compassionate and inclusive council	Investment in social housing enables the Council to fulfil its landlord function and provide good-quality homes to local people that are safe, secure and genuinely affordable. Bringing back into use properties which haven't been utilised provides homes to local people within their community, increasing stability.
Doing things with local residents, not to them	The proposal primarily affects void properties but where works impact neighbours they will be fully consulted prior to start on site and updated on progress during the delivery stage.
Being ruthlessly financially efficient	The Preferred Supplier has earned top ranking on the relevant Framework Lot following a compliant competitive process. The projected costs have been verified by an external quantity surveyor. There will be robust contract management and a strong site presence to ensure quality standards and value for money.
Taking pride in H&F	The Framework evaluation criteria has required suppliers to provide details of their approach to energy consumption, use of sustainable materials, transport plan, site waste management, and noise pollution.

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Rising to the challenge of the climate and ecological emergency	The primary aim of the contract is to return empty properties to use. However, specifications include measures to improve the energy efficiency of homes such as low energy lighting, new A-rated windows and doors, and improved ventilation.

Financial Impact

The cost of works will be funded from existing approved capital budgets allocated to the Capital Delivery team for the 2025/26 and 2026/27 financial years.

Further details relevant to the financial impact are included in Appendix 2.

Completed by: Anjeli Chadha, Principal Accountant – Housing Capital, 7th October 2025

Verified by: James Newman, Assistant Director of Finance, 8th October 2025

Legal Implications

The contract value is below thresholds under the Procurement Act 2023 and the above threshold provisions of that Act do not apply. The Council's CSOs do apply. The procurement process has been undertaken in accordance with the Procurement Strategy included at Annex 1, agreed by the Cabinet Member for Housing and Homelessness and published on 9 July 2025

Joginder Bola, Senior Solicitor (Contracts & Procurement), 17th September 2025

Procurement Comments

Based on the details provided in this report, CSO 19.4. at Section D – High Value Contracts – Over the Services Threshold of the Council's CSOs has been complied with.

The Framework used has been subject to full diligence checks by the Procurement and Commercial team, which did not identify any issues of concern, and is therefore compliant for use by the Council in procuring this requirement.

The Procurement and Commercial team have confirmed all Conflict of Interest and Confidentiality Undertaking Declarations have been completed.

The contract must be added to the capitalSourcing eProcurement portal, to ensure it is published on the Council's Contract Register in line with the legislated transparency obligations, and all applicable legal notices must be published within their legislated deadlines.

A Contract Award Notice must be published to Contracts Finder, to satisfy the requirements of the Public Contracts Regulations 2015 for contracts equal to and over £30,000 (including VAT). This must be completed using the Council's capitalEourcing eProcurement portal.

A named contract manager must be allocated to the contract on the Council's capitalEourcing eProcurement portal.

Chris Everett, Category Lead – Procurement and Commercial, 18th September 2025

Background Papers Used in Preparing This Report

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report:

- Procurement Strategy for Major Refurbishment of Void and Street Properties
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DETAILED ANALYSIS

Procurement Approach

1. The procurement process has been undertaken in accordance with the Procurement Strategy included at Annex 1, agreed by the Cabinet Member for Housing and Homelessness and published on 9 July 2025, and CSO 18 and 19 of the Council's CSOs, which defined the process to be followed would be the use of the Framework.

Conflicts of Interest

2. All officers and decision makers have been required to complete a Conflict of Interest Declaration form to record any actual, potential, and/or perceived conflicts, along with appropriate mitigations (as appropriate), on the Conflicts Assessment.
3. Approval of this Contract Award by the Strategic Leadership Team (SLT) member and elected member (as applicable) constitutes their declaration that they do not have any actual, potential, and/or perceived conflicts, relevant to this procurement, except where a specific Conflict of Interest Declaration form has been completed and provided, advising differently.
4. All members of the Evaluation Panel were required to complete and sign a Conflict of Interest and Confidentiality Undertaking Declaration. A completed and signed copy of this form was returned by all members of the Evaluation Panel, ahead of them reviewing Potential Supplier responses.

Procurement Outcome

5. The Procurement Response received from the Preferred Supplier was compliant with the rules of the procurement process.
6. The Preferred Supplier demonstrated minimum capacity and capabilities, and that their commercial offer was not abnormally low. Further details relevant to the procurement outcome are included in Appendix 3.
7. The Preferred Supplier's procurement response has been objectively assessed as providing the Most Economically Advantageous Tender (MEAT) in providing this requirement on the basis that is awarded top ranking on the Framework.

People Based Considerations

8. The Transfer of Undertakings (Protection of Employment) Regulation 2006 (UKSI 2006/246) (TUPE) is not applicable to this contract.

Risk Assessment and Proposed Mitigations

9. The table below includes the key risks and proposed mitigations identified as being relevant to the contract award.

Identified Risk	Proposed Mitigations
1. Additional repairs identified or prolongation costs arising from delays beyond contractor's control.	Additional costs to be verified by multi-disciplinary consultant and funding to be allocated from contingency sum

Mobilisation Timetable

10. The table below provides an estimated timetable of the competition process through to contract commencing.

Action	Date
1. SLT and Cabinet Member Sign-Off (Award)	Wednesday, 15 October 2025
2. Contract Engrossment	Monday, 3 November 2025
3. Contract Award Notice Published	Wednesday, 5 November 2025
4. Contract Signed	Friday, 7 November 2025
5. Mobilisation and Implementation Period	Monday, 10 November 2025
6. Contract Start Date	Monday, 1 December 2025
7. Contract End Date	Friday, 1 May 2026

Contract Management

11. The Head of Capital Delivery will manage the relationship with the multi-disciplinary consultants, who will have the role of contract administrator for the works contracts and will be responsible for issuing all instructions, variations, notices etc. to the Preferred Supplier. The multi-disciplinary consultants will also provide Quantity Surveyor services such as cashflow forecasts, valuation of works, issue of interim contractor payments, and preparation of the final account.
12. The Council directly employs project managers to oversee the consultants and project-specific technical inspectors to monitor progress and quality of works on site.
13. A suite of Key Performance Indicators (KPIs) is included in the contract documents and will be used to monitor, measure and report on the performance of the Preferred Supplier.

Conclusion

14. Following conclusion of the procurement process, it is recommended that the contract is awarded to the Preferred Supplier in line with the process defined in the Procurement Strategy at Annex 1.

Equality and Inclusion Implications

15. An Equalities Impact Assessment has been completed. It is not anticipated that the approval of these proposals, as set out in the recommendations, will have any negative impact on any groups that share protected characteristics, under the Equality Act 2010.
16. Occupational Therapist assessments will be undertaken on behalf of residents of occupied properties prior to decant. Recommended adaptations will be incorporated in the scope of works for specific properties as required. Any modifications will be designed to make homes more accessible and assist residents to live independently. The refurbishment works therefore have the potential to have a positive impact on those with a physical impairment
17. The Council will monitor equalities impacts throughout the refurbishment programme, ensuring that communications and support are accessible to all. Feedback from residents, particularly those with disabilities or other protected characteristics, will be used to inform ongoing improvements

Yvonne Okiyo, Strategic Lead for Equity, Diversity, and Inclusion (EDI), 22nd September 2025

Risk Management Implications

18. There is an operational risk that the complexity of the programme will impede delivery. It is recommended that the programme is set up with a robust governance structure with clear communications and reporting, defined change controls, agreed escalation routes, and a maintained Risks, Assumptions, Issues, and Dependencies (RAID) log.
19. There is an operational risk and resulting people risk that the service provided may deteriorate during the lifetime of the engagement. This risk must be reduced. It is recommended that the delivery of the project is reviewed throughout its lifecycle through regular reporting and an against predefined KPIs and that an unannounced site review is conducted.

Jules Binney, Risk and Assurance Manager, 13th October 2025

Climate and Ecological Emergency Implications

20. Although it is not possible to precisely calculate the carbon saved at this stage, the project will assess the carbon savings of the chosen supplier by requiring them to sign the WLA Low Carbon Procurement Charter ([WLA Low Carbon Procurement Charter for Supplier Signature.docx](#)). The supplier will also be responsible for reporting on relevant environmental KPIs.
21. Whilst the priority for the scheme is to return empty properties to use, the scope includes the replacement of windows and doors with A-rated units where existing are in poor condition; installation of energy efficient lighting; installation of mechanical ventilation. These will have positive contributions towards the Council's efforts to tackle the climate emergency.
22. New windows will be double-glazed with a maximum U-value of 1.4 W/m²K in line with current building regulations. This lower U-value means less heat is lost and results in greater energy efficiency.

Verified by: Meghan Kingsley-Walsh, Heat Decarbonisation Lead, 17/10/2025

Local Economy and Social Value Implications

23. It is a requirement that all contracts awarded by the Council with a value above £100,000 provide social value commitments that are additional to the core services required under the contract.
24. The preferred supplier has made commitments around support for initiatives to tackle homelessness, support for voluntary, community and social enterprise organisations through donation, upskilling existing employees through apprenticeships and support to improve career and life skills.

25. The contract manager will need to add these commitments to Social Value Portal for evaluation and monitoring purposes, at the standard cost to the providers, which will need to be formalised in the contract.
26. It is recommended that the commissioner works with the Legal Service to ensure appropriate social value clauses are included in each contract so that the Council can enforce its right to financial remedies if social value commitments are not delivered.
27. It is recommended that the commissioner and preferred supplier work with the Council's Social Value Officer, before the commencement of these contracts, to ensure the Social Value offers are deliverable and to support with their implementation.

Harry Buck, Social Value Officer (Procurement), 30th September 2025

Digital Services and Information Management Implications

28. **IT Implications:** No direct IT implications are considered to arise from this report as it seeks approval to award a contract for the refurbishment of various Council-owned void and occupied street properties. Should this not be the case, for example, by requiring new systems to be procured or existing systems to be modified, Digital services should be consulted.
29. **Information Management Implications:** IM Implications: The contents of this proposal do not refer to any personal data being held therefore there are no implications under the requirements of the United Kingdom General Data Protection Regulation (UK GDPR).
30. H&Fs approved cyber security clauses must be incorporated into all new and renewed contracts regardless of value, or framework. Legal advice should be sought on how to incorporate the cyber security clauses into agreements which do not use the Council's contract templates.

Vincen Arivannoor, Strategic Relationship Manager, 29th September 2025

Consultation

31. Where properties are currently empty, or are decanted for the works period, a communications plan will be developed to inform occupants of neighbouring properties of proposed works and anticipated programmes. For those properties currently occupied there will be bespoke communications between residents and housing management to arrange decants, provide updates during works, and to confirm returns.

LIST OF APPENDICES

Exempt Appendix 1 – Contract Award Details
Exempt Appendix 2 – Further Financial Assurance
Exempt Appendix 3 – Procurement Outcome Details
Exempt Appendix 4 – List of Properties
Exempt Appendix 5 – Details of Proposed Contingency
Appendix 6 – Equality Impact Assessment (EIA)
Appendix 7 – Procurement Strategy