

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Councillor Frances Umeh, Cabinet Member for Housing and Homelessness

Date: 9/1/2026

Subject: Contract Award for White City Major Refurbishment Phase 1 Incorporating Works to Batman Close, Davis House, Evans House, Mackay House, White City Estate W12

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

Responsible Director: Sukvinder Kalsi, Executive Director Finance and Corporate Services

SUMMARY

This report seeks approval to award a contract for the major refurbishment of eleven blocks forming part of the White City estate W12.

The scheme was included in the Procurement Strategy approved by December 2022 Cabinet, which identified sites for investment during the period 2023/24-2025/26.

This project represents the first phase of works to the White City estate, the largest estate in the borough with 46 blocks providing over 2,000 homes. The main body of the estate was developed from the mid-1930s and Davis House, Evans House, and Mackay House are situated at its southern end. Batman Close comprises eight blocks and is a 1950s addition to the estate on the other side of South Africa Road.

The project includes window replacement to Davis, Evans, Mackay, and three of the Batman blocks as the units all date from the early 1990s and have reached the end of their service life. The windows to the remainder of Batman Close – the five 3-storey blocks – were replaced in 2007 and will be overhauled as part of this project. Other works are fairly consistent across the piece, comprising roof repairs, concrete and brickwork repairs, loft insulation, new FD30 fire doors and associated works to ensure homes are safe, secure and wind and weathertight. 21-56 Batman, a 6-storey block, has already had FD60s installed under the fire safety team's programme for high-rise properties.

In accordance with the approved procurement strategy, the contract has been procured via a mini competition using Lot 4 (over £5m) 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 Appendices 1-5 are not for publication on the basis that they contain information relating to the financial or business affairs of any particular person (including the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 Cabinet Member for Housing and Homelessness approves the appointment of the Preferred Supplier, that being the one who was evaluated as providing the Most Economically Advantageous Tender (MEAT) set out in Appendix 3 of this report, via the Framework, to undertake major refurbishment works to Davis House, Evans House, Mackay House, Batman Close, White City estate W12 for a sum confirmed in Appendix 1 of this report. The project is expected to start on site during May 2026 with an estimated completion during February 2027.
3. That the Cabinet Member for Housing and Homelessness approves the contingency sum detailed in exempt Appendix 5 to deal with any unforeseen works that may arise during the delivery of the project.
4. That the Cabinet Member for Housing and Homelessness notes that the formal award of the contracts will not be made until completion of consultation with affected leaseholders under Section 20 of the Landlord and Tenant Act 1985.

Wards Affected: White City

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, thus supporting the Council in its strategic function as a social housing landlord of providing the opportunity of a decent home to its residents. 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 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.
Doing things with local residents, not to them	Residents have been consulted during the preparation of schemes, and this will continue through to progression to site,

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
	and final delivery. The consultation will continue post-award to include site set-up arrangements and further information on the delivery stage. Residents will be balloted to confirm preferred choices for door styles and colours and for options on communal redecorations.
Being ruthlessly financially efficient	The project has been competitively procured and will be awarded on the basis of MEAT. 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 evaluation criteria have required contractors to give details of their approach to energy consumption, use of sustainable materials, transport plan, site waste management, and noise pollution.
Rising to the challenge of the climate and ecological emergency	The works include various proposals in line with the Council's climate change targets including new A-rated double-glazed windows and improved roof insulation.

Financial Impact

The estimated total cost of the major refurbishment works at 11 blocks of the White City estate is included in Appendix 1.

The works are wholly capital in nature as they are major refurbishment works, including window replacement works that will extend the life of the assets. The works are expected to be carried out across the 2025/26 and 2026/27 financial years. The cost of works in this report will be funded from the existing approved major refurbishment budgets for this scheme, and through reprofiling other approved capital budgets for financial years 2025/26 to 2027/28. Payments will be made to the contractor in monthly instalments based on the progress of works to a satisfactory standard, which will be monitored by the Capital Delivery team and the external consultants.

Implications completed by: Anjeli Chadha, Principal Accountant – Housing Capital, 30th June 2025

Implications verified by: James Newman, 25 July 2025

Legal Implications

The contract value is above EU thresholds and so Public Contracts Regulations 2015 (PCR) apply. The contract has been procured via a call off from the SEC's Framework with the competition requirements set out in the procurement strategy, undertaken in compliance with the CSOs and the framework terms and conditions.

The relevant Cabinet member can approve the award of the contract.

Where the award report concerns the award of contract in excess of £300,000 in value or the expenditure is otherwise significant, then it is a Key Decision (see Article 12 of the Constitution) and must be submitted to Committee Services for publication on the Council's website. The award decision cannot be implemented without the expiry of the call-in period for that decision as shown on the website and (if a Regulated Contract) expiry of the Standstill Period.

Joginder Bola, Senior Solicitor (Contracts & Procurement), 11th June 2025

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

Reasons for Decision

1. A procurement strategy for this project was approved by Cabinet in December 2022.
2. The decision above is required to appoint the preferred supplier to carry out the works required in these properties.

Property

3. The White City estate comprises a total of 46 Council-owned blocks providing 2,038 homes. In general terms, it is bound by the Westway on the north side, White City Road on the north-east, South Africa Road for the main part in the south-east and Bloemfontein Road to the west. It is situated in the Hammersmith North Housing Area and the White City electoral ward. Other than housing the estate provides an area housing office, various community buildings, churches, schools, and commercial premises.
4. The majority of the estate was developed in the late 1930s by the London County Council. Further development was undertaken in 1951-53 to the south of South Africa Road with the construction of Batman Close and fronting

Bloemfontein Road, Rhodes House (subsequently demolished and redeveloped in 2000). In the late 1960s Lugard House was built adjacent to Rhodes House and during the same period Malabar Court was added to the centre of the main body of the estate.

5. Constructed in the inter-war period at the southern end of the main body of the estate, Davis House, Evans House, and Mackay House are each five-storey deck-access blocks of solid brick construction with pitched concrete-tiled roofs and double-glazed aluminium windows. They provide 40, 25, and 85 homes respectively. The last major works to the external fabric were in 2011 but in the meantime, they have benefited from various works including kitchen and bathroom refurbishments, lift modernisation, installation of LED lighting and upgrade of door entry systems.
6. Batman Close was added to the estate in the 1950s and is situated between Hammersmith Park and Queens Park Rangers football ground. It comprises eight blocks of between three and six storeys of concrete frame brickwork, pitched concrete-tiled roofs, and a mixture of double-glazed uPVC and aluminium windows. There is a mix of deck access and mansion blocks with commercial units on the ground floor of Block B. In total, Batman Close provides 118 flats and maisonettes.

Proposals

7. The Council is required to maintain its housing stock in good repair, providing quality homes that are safe and secure and meet tenant aspirations.
8. The properties were included in the Procurement Strategy approved by Cabinet, in December 2022, which identified sites for investment during the period 2023/24-2025/26.
9. The main issue the project will address is the poor performance of existing windows in six of the blocks, which at 30 years old have reached the end of their service life. Other works to the building fabric include roof repairs, concrete & brickwork repairs, and resurfacing of private balconies & public walkways to ensure homes are safe, secure, and wind & weathertight. Further, in line with the Council's carbon reduction and fire safety targets, the project also includes additional insulation to roofspaces, improvements to ventilation, new FD30 front entrance doors and other fire compartmentation works.

Procurement Process

10. In accordance with the approved procurement strategy, the procurement has been undertaken using the Framework.
11. Expressions of interest were sought from the nine suppliers on the Framework with all asking to be included in the process. An invitation to tender was published on the capitalE sourcing portal on Wednesday, 27th March 2024 with a closing date of Friday, 24th May 2024. Tender submissions were received from

five suppliers. One supplier subsequently entered administration and was removed from the process leaving four valid tenders.

12. Due to the delay caused by the supplier administration and subsequent approval process suppliers have been asked to confirm their willingness to extend their tender validity period. Bids now remain open for acceptance until 7 May 2026.
13. The tender appraisal panel evaluated all submissions in accordance with the mini-competition set out in the Invitation to Tender ("ITT") using MEAT criterion with a weighting of 60% to qualitative and technical aspects of the tender submission and 40% to price.
14. Appendix 3 sets out the clarified and moderated scores achieved by each supplier as assessed by the evaluation panel.
15. Based on the evaluation process carried out in accordance with the approved procurement strategy and ITT, officers therefore recommend acceptance of the MEAT submitted by the preferred supplier.

Equality Implications

16. An Equalities Impact Assessment (EIA) is included at Appendix 6. The proposed refurbishment works are expected to have a positive long-term impact on all residents by improving the energy efficiency and overall safety of the buildings. However, there are potentially some short-term negative impacts for residents who protected characteristics – specifically those related to age, disability and pregnancy/maternity due to the need for scaffolding and other temporary access restrictions during the works. To mitigate these impacts, the contractor will develop a comprehensive scaffold design and access/egress strategy to ensure safe and convenient access is maintained throughout the project.
17. An initial review of demographic data shows that there is a significant representation of groups that share protected characteristics as defined by the Equality Act 2010. In response, the Council's Capital Delivery team will work closely with the Preferred Supplier's resident liaison team to implement an inclusive communications strategy. This will include providing information in translated languages where needed and offering accessible formats for residents with visual or hearing impairments.

Yvonne Okiyo, Strategic Lead EDI, 3rd July 2025

Risk Management Implications

18. There is a high-level programme risk that the programme will be unable to deliver according to the defined budget, timescales or the quality standards. To mitigate these risks, it is imperative that a robust, predefined and measurable programme management organisation is established. This shall include but not

be limited to detailed management and governance structures, integrated delivery and resource plans, regular predefined reports, communication plan, change control processes, budget tracking and a supporting RAID (Risks, Assumptions, Issues, and Dependencies) log. To ensure delivery, regular reporting of a frequency not less than monthly shall be made to the sponsoring organisation (the Council) accompanied by weekly update meetings.

19. There is a risk that the delivering organisation and subcontractors may seek to make amendments to agreed schemes to increase profitability. It is advised that costs and quality deliverables of all participating organisations are tracked closely to mitigate these risks in conjunction with monitored by legal, finance and project teams.
20. There is a regulatory risk that legislative changes may impact construction costs. This risk must be accepted but it is advised that continuous monitoring of laws, regulations, and sector announcements is undertaken.

Jules Binney, Risk and Assurance Manager, 11th June 2025

Climate and Ecological Emergency Implications

21. The works include the replacement of existing windows in six blocks with new A-rated double-glazed units with solar control coating. Front entrance doors will be replaced in all blocks except 2-56 Batman Close (where doors already replaced), with the new units achieving current standards for fire safety, security, and thermal performance. Ventilation to flats will be improved via the replacement of extract fans to kitchens and bathrooms. A1-rated mineral wool insulation will be installed within roof voids where current insulation is absent or insufficient.

Implications verified by: Tim Pryce, Head of Clean Energy, 11th June 2025

Local Economy and Social Value Implications

22. 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.
23. The evaluation of social value should account for a weighting of 10% of the overall score from a procurement strategy agreed by the Contracts Assurance Board (CAB) prior to Saturday, 1st April 2023.
24. The Procurement Strategy was agreed on Monday, 5th December 2022 and Social Value accounted for 10% of the overall score of the bids which equates to 17% of the Quality criteria.
25. The preferred supplier proposed a social value offer which includes commitments to training and employment opportunities for local residents and

the sourcing of a significant amount of building supplies via businesses within the borough, as well as several further commitments.

26. Social Value Portal is the Council's monitoring platform for Social Value delivery. It is recommended that the commissioning officer works closely with Legal Services and the Social Value Officer to ensure that use of the platform for delivery and monitoring is written into the contract, especially as the platform was not used for the evaluation stage of this procurement due to when this process was initially undertaken.
27. It is recommended that the commissioner works with the Legal Service to ensure appropriate social value clauses are included in the contract so that the council can enforce its right to financial remedies if social value commitments are not delivered.

Implications verified by: Harry Buck, Social Value Officer (Procurement), 11th June 2025

Procurement Implications

28. 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.
29. The Procurement and Commercial team have reviewed the moderated evaluation scores and assured the weighted scores are correct in line with the methodology published in the procurement document suite for this project.
30. The contract must be added to the capitalEsourcing 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.
31. A Contract Details Notice must be published to the Find a Tender Service (FTS), to satisfy the requirements of the PCR for contracts equal to and over £30,000 (including VAT). This must be completed using the Council's capitalEsourcing eProcurement portal.
32. A named contract manager must be allocated to the contract on the Council's capitalEsourcing eProcurement portal.

Chris Everett, Category Lead – Procurement and Commercial, 10th June 2025

Digital Services Implications

33. **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 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.

34. **Information Management (IM) Implications** – A Data Privacy Impact Assessment (DPIA) will need to be completed to ensure all potential data protection risks arising from this proposal are properly assessed with mitigating actions agreed and implemented.
35. The preferred supplier is expected to have a Data Protection policy in place and all staff will be expected to have received Data Protection training.
36. Any contracts arising from this report will need to include the Council's data protection and processing schedule which is compliant with Data Protection law.
37. 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.

Cinar Altun, Strategy Lead – Digital Services, 8th July 2025

Consultation

38. There has been ongoing consultation with residents to explain the nature and scope of the works, programme, and broad timescales. Residents will receive further correspondence prior to work starting on site, updating them regarding the programme, the scope of works and the level of support in place for residents from officers within the Capital Delivery Team.
39. There are a total of 110 leaseholders across the 11 blocks and they have been notified in accordance with statutory consultation legislation. 46 of the leaseholders are non-resident i.e., investment landlords. Notices of intent were sent out on Thursday, 9th February 2023 and expired on Thursday, 16th March 2023. The Notices of Estimate will be issued following formal approval of this report with a 35-day consultation period. The contract will not be issued until expiry of the Section 20 notice period and the satisfactory conclusion of any observations received.
40. The total estimated charges to leaseholders based on the recommended contract sum plus contingency and internal management fees is shown in Appendix 4.
41. The individual share apportioned to leaseholders is based on various factors but is primarily determined by property size. This considers features such as the number of bedrooms or the inclusion of a private garden. As a rule, larger properties are asked to pay a larger share than smaller units towards the maintenance of the structure and common parts.

42. The Council offers a range of repayment options to leaseholders with extended interest free periods for those facing higher bills. We also intend to impress upon leaseholders through the formal consultation notice that although costs can go up, the estimate includes both contingency and provisional sums. If there is no need to fully expend these, we would expect to see reductions in final contributions and, in the interests of securing the best possible value, we will be working hard to engineer out any unnecessary costs.
43. The contract administrator will be responsible for issuing all instructions, variations etc throughout the delivery stage and is supported by a dedicated quantity surveyor to undertake on-site valuations and provide timely and accurate financial information. The use of the project contingency sum, in place to cover unforeseen costs such as additional asbestos works or concrete repairs, is strictly controlled by the Contract Administrator. All financial information is scrutinised by the council's budget monitoring officer who liaises with the Leasehold Major Works team to ensure expenditure is transparent and appropriately tracked.

LIST OF APPENDICES

Appendix 1 (Exempt): Contract Award Details
Appendix 2 (Exempt): Financial Information
Appendix 3 (Exempt): Details of Tender Analysis
Appendix 4 (Exempt): Details of Estimated Leaseholder Recharges
Appendix 5 (Exempt): Risk Register Contingency Amounts
Appendix 6: Equalities Impact Assessment (EIA)