

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Bram Kainth, Executive Director – Place in consultation with Councillor Florian Chevoppe-Verdier, Cabinet Member for Public Realm

Date: 9/1/2026

Subject: Procurement Strategy and Contract Award for Hammersmith Grove – Sustainable Drainage Systems (SuDS) and Public Realm Improvements Works delivery programme

Report Author: Abdirizak Wardhere, Lead Engineer

SUMMARY

The Capital Project Delivery Team collaborated with Hammersmith Grove residents to develop a shared vision for public realm and sustainable drainage improvements. The agreed proposals aim to reduce future flood risks, enhance walking and cycling routes, and create a more vibrant, accessible streetscape. The scheme supports the Council's Climate and Ecological Strategy by promoting environmental resilience and sustainable urban design. This report recommends awarding a contract for delivery of these Sustainable Drainage Systems (SuDS) and Public Realm Improvements Works at Hammersmith Grove.

RECOMMENDATIONS

1. To note that Appendices 1, and 2 are not for publication on the basis that they contain information relating to the financial or business affairs of any particular person (including the authority holding that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. To approve the proposed Procurement strategy for Hammersmith Grove Sustainable Drainage Systems (SuDS) and Public Realm Improvements Works. To approve a contract award for these works to the Preferred Supplier for the contract award value included in Exempt Appendix 1.

Wards Affected: Grove

Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Building shared prosperity	The project enhances the local public realm, encouraging active travel and placemaking that benefits all residents. By improving infrastructure and flood resilience, it supports long-term economic vitality and community wellbeing.

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Our Values	Summary of how this report aligns to the H&F Corporate Plan and the H&F Values
Creating a compassionate and inclusive council	The collaborative vision setting with the Hammersmith Grove resident group reflects a commitment to inclusivity and compassion. Residents' voices were central to shaping the proposals, ensuring the outcomes reflect diverse needs and aspirations.
Doing things with local residents, not to them	This initiative exemplifies co-production. The Capital Project Delivery Team worked directly with residents to develop and agree on the proposals, fostering trust and shared ownership of the improvements.
Being ruthlessly financially efficient	By proactively addressing flood risks and integrating SuDS, the scheme reduces future emergency costs and infrastructure damage. It's a strategic investment that delivers long-term savings and value.
Taking pride in H&F	The project enhances London Borough of Hammersmith and Fulham's (LBHF) appearance and functionality, promoting pride in the local environment. It reflects the Council's ambition to create vibrant, resilient, and attractive spaces for all.
Rising to the challenge of the climate and ecological emergency	The proposals directly support the Council's Climate and Ecological Strategy. By integrating sustainable drainage and promoting active travel, the scheme contributes to environmental resilience and carbon reduction.

Financial Impact

The Preferred Supplier and Contract Value for the proposed Sustainable Drainage Systems (SuDS) and Public Realm Improvement Works at Hammersmith Grove are included in Exempt Appendix 1. The proposed contract can be fully funded from the H&F Green Investment (funded from borrowing).

The proposed works relate to Phase 1 of the programme only. Funding relating to Phases 2 and 3 has not yet been identified. As such, further funding will be required in order to complete the full three-phase programme.

Further details relevant to the financial impact and/or undertaken to provide financial assurance are also included in Exempt Appendix 1.

Carmen Lomotey, Place Principal Accountant, 12th November 2025

Kellie Gooch – Head of Finance (Place), 12 November 2025

Verified by: James Newman AD Finance, 21 November 2025

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Legal Implications

The Procurement Act 2023 and the Council's Contract Standing Orders will apply to these works. The Council's existing Highways Term Contract provides a compliant route to deliver the required works

Joginder Singh Bola, Senior Solicitor (Contracts & Procurement), 11 November 2025

Procurement Comments

Use of an existing contract which has been compliantly procured by the Council is a compliant route to award the works. Based on details contained within this report, the contract award satisfies CSO 19.4. at Section D – High Value Contracts – Over the Services Threshold of the Council's CSOs.

Kiera May, Category Specialist – Procurement and Commercial, 13th November 2025

Background Papers Used in Preparing This Report

None

DETAILED ANALYSIS

Background

1. Hammersmith Grove has experienced significant surface water flooding, most notably in 2021, prompting the need for long term resilience measures. In response, the Capital Project Delivery Team engaged with local residents in a collaborative vision setting process to shape a comprehensive scheme that integrates public realm improvements with sustainable drainage solutions. The proposals, now endorsed by both residents and Council leadership, include features such as attenuation infrastructure, rain gardens, permeable paving and enhanced greening.
2. The scheme is structured into three phases:
 - Phase 1 will focus on the Northern and Southern Gateway enhancements, key entry points that will anchor the wider transformation. These areas will benefit from improved accessibility, placemaking features and flood mitigation infrastructure.
 - Phase 2 will involve the installation of attenuation infrastructure beneath the parking spaces along the corridor, providing long term flood resilience through SuDS. In addition to underground attenuation, the scheme will incorporate surface level SuDS features such as rain gardens, permeable paving and enhanced greening, which will help manage stormwater, improve biodiversity and create a more attractive streetscape.
 - Phase 3 will deliver upgrades to the central shopping parade, revitalising the heart of the corridor and supporting local businesses through improved pedestrian experience, public realm enhancements and placemaking.

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These works will not only reduce flood risk but also promote active travel, support local businesses and enhance the overall character of the area. The project aligns with the Council's Climate and Ecological Strategy and reflects its commitment to sustainable urban design.

Reasons for Decision

3. The Council has committed to delivering public realm and flood resilience improvements in Hammersmith Grove, following extensive engagement with local residents and endorsement from Council leadership.
4. This is a transformative opportunity for Hammersmith Grove, one that will enhance the public realm, promote active travel, and build resilience against future flooding.
5. It also aligns directly with the Council's Climate and Ecological Strategy and reflects the Council's commitment to creating a more sustainable, inclusive and vibrant borough.

Contract Specification Summary

6. The works to be delivered under this contract involves the construction of the proposed public realm and flood resilience scheme at Hammersmith Grove.

Procurement Route and Analysis of Options

7. The works have been identified as falling within the scope of the following Common Procurement Vocabulary (CPV) codes:
71311220 : Highways engineering services
71322000 : Engineering design services for the construction of civil engineering works
and the Contract Award Value, assuming that any options to extend will be taken, means the procurement falls in-scope of the Procurement Act 2023, Procurement Regulations 2024 and the Councils Contract Standing Orders (CSOs).

Option 1: Decommission the service or requirement – Not recommended

8. The proposed works respond directly to community engagement and Council priorities, including flood resilience, active travel and public realm improvements. Failing to proceed would undermine the Council's commitment to residents and delay essential infrastructure upgrades.
9. The scheme supports strategic objectives outlined in the Climate and Ecological Strategy and has received strong support from both residents and Council leadership. Decommissioning or inaction would risk reputational damage and missed opportunities for environmental and social benefit.

Option 2: Deliver the supplies, services, and/or works in-house (make/buy decision) – Not recommended

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10. The Council does not have the in-house capacity or resources to deliver a scheme of this scale, which involves complex infrastructure and time sensitive delivery requirements.

Option 3: Use an existing contract, established by the Council, to provide the supplies, services, and/or works – Recommended

11. The Council's existing Highways Term Contract provides a compliant and efficient route to deliver the required works. Awarding the contract through this route enables timely mobilisation and appointment of the Preferred Supplier.

Option 4: Undertake a fully regulated competitive and compliant procurement process, advertised to the market – Not recommended

12. While a procurement advertised to the market could introduce competitive dynamics, the time intensive nature of a regulated process is misaligned with the project's delivery schedule. With key milestones set for completion in quarter 3 of 2025, the advertising, evaluation and award stages would likely exceed the available timeframe, placing pressure on programme agility and risking significant delay.

Option 5: Procure using a compliant framework, Dynamic Purchasing System (DPS), or Dynamic Market – Not recommended

13. Although frameworks and DPSs offer compliant access to suppliers and potential value for money, they lack the strategic alignment and continuity required for this scheme. The procurement process, including mini competitions, could take between 6 to 12 months, which is misaligned with the project's delivery schedule and key milestones. In contrast, the Council's existing Highways Term Contract offers a faster, already compliant route that supports consistent standards and long-term efficiencies.

Market Analysis and Engagement

14. Preliminary Market Engagement (PME) was not undertaken for this requirement, as the Council has already undertaken procurement activities which enable compliant award of the contract.

Conflicts of Interest

15. The author of this report has completed and signed a Conflict of Interest Declaration form, confirming any actual, potential, or perceived conflicts, along with appropriate mitigations, as part of the Conflicts Assessment.
16. The Conflicts Assessment will be kept under review and updated throughout the life of the project (from project inception to contract termination).

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Local Economy and Social/Added Value

17. The contract falls within scope of the Council's existing Highways Term Service Contract. This is a known market with established terms of engagement, ensuring consistency and reliability in delivery.
18. The Commissioning Officer and Social Value Officer will continue to work with the Preferred Supplier to ensure that any Social Value generated is additional to the core contract requirements, proportionate to the project's scope and duration and that outcomes are effectively measured. This includes promoting the use of local suppliers and supporting community benefit wherever practicable

Lot Considerations

19. The contract is not being divided into lots, as the proposed award will be made through established contractual arrangements that already support the full scope of works.

Duty to Consider Small and Medium-sized Enterprises (SMEs) and Voluntary, Community, and Social Enterprises (VCSEs)

20. The contract award does not provide further opportunities for SMEs or VCSEs, as it is proposed it is awarded using an established contract.

People Based Considerations

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

Risk Assessment and Proposed Mitigations

22. The table below includes the key risks and proposed mitigations identified as being relevant to this requirement.

	Identified Risk	Proposed Mitigations
1.	Failure to complete works on time.	Council Officers will work closely with the Preferred Supplier to deliver the works on time.
2.	Failure to complete works to the required standard.	Council Officers will work closely with the Preferred Supplier to ensure quality control.

Contract Duration Considerations

23. The contract will run for a maximum of 12 months.

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Timetable

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

	Action	Date
1.	Key Decision Entry (Strategy and Award)	Friday, 17 October 2025
2.	Contracts Assurance Board (Strategy and Award)	Wednesday, 19 November 2025
3.	SLT Member and Cabinet Member Sign off (Strategy and Award)	Thursday, 20 November 2025
4.	Contract Start Date (Work)	Monday, 1 December 2025

Contract Management

25. The existing Highways Term Contract with the Preferred Supplier is managed by Senior Officers through regular meetings, progress updates and site visits, with oversight from Senior Service Manager. Performance will be measured using Key Performance Indicators (KPIs) linked to delivery milestones as set out in the contract.

26. The Contract Manager for the Highways Term Contract, (Assistant Director Highways and Parks and Public Realm), has confirmed that the value of the proposed works is acceptable to award under the Projects Lot of the existing contract and that sufficient contract value remains available to support the delivery of these works.

Conclusion

27. This report recommends proceeding with the delivery of the Hammersmith Grove SuDS and Public Realm Improvements scheme through the existing highway term contract. The Preferred Supplier, will undertake the required scope of works under this arrangement, ensuring compliance with the approved procurement strategy and route.

28. The report also proposes the use of funding from Tranche 4 of the Council Green Investment Fund to support mobilisation and enable construction to commence with the gateway phase. It is noted that additional financial resources will be required to complete the full three-phase programme.

Equality and Inclusion Implications

29. The proposed SuDS and public realm scheme at Hammersmith Grove is now moving into the construction stage with design proposals shaped by extensive engagement and equality analysis. The planned interventions including permeable paving, rain

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gardens and raised crossings are expected to deliver meaningful improvements in accessibility, safety and environmental resilience for all users. Equality analysis and resident feedback informed design features to ensure accessibility and cultural sensitivity.

30. The scheme has been developed through inclusive consultation considering cultural diversity and safety for all groups alongside the needs of people with overlapping protected characteristics. By embedding inclusive design features and mitigating flood risk through integrated SuDS infrastructure the project aims to create a public realm that is safer welcoming and adaptable to the needs of diverse users.
31. As construction progresses the project delivery team will implement mechanisms to gather feedback from a broad range of stakeholders including disabled residents and community groups. Monitoring will occur post implementation through surveys and focus groups led by the Capital Project Delivery Team with Equality Diversity and Inclusion (EDI) oversight. This process will assess the real world impact of the improvements and inform future enhancements.
32. An Equality Impact Assessment (EIA) has been undertaken and can be found in **Annex1**. The project delivery team remains committed to ensuring that the scheme continues to meet the Council's equality obligations and reflects the lived experiences of the community it serves. Resident feedback informed design features to ensure accessibility and cultural sensitivity.

Verified by: Yvonne Okiyo, Strategic Lead for Equity, Diversity, and Inclusion (EDI), 12th November 2020

Risk Management Implications

33. There is a reputational risk that if residents recommendations are not followed that this may lead to resentment and poor press coverage.
34. This risk should be reduced. It is recommended that the reasons for all decisions are relayed to residents and that a communication plan is defined.
35. There is a financial risk that external funding is reduced or ceased.
36. This risk should be reduced or ceased. It is recommended the situation regarding continuance of external funding is monitored, and alternative sources of funding be identified should the risk become high. If the risk is realised it is recommended that the project is stopped immediately, until such time that an alternative source of funding is located and that the Council does not bear any further costs.

Jules Binney, Risk and Assurance Manager, 12th November 2025

Climate and Ecological Emergency Implications

37. The proposed sustainable drainage and public realm improvements at Hammersmith Grove include raised crossings/entry, seating, new planting and enhanced pedestrian and cycling infrastructure. These elements support the Council's Climate Emergency

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commitments by encouraging active travel, improving accessibility and reducing reliance on motor vehicles, helping the borough move towards its net zero emissions target by 2030.

38. The scheme also aims to incorporate sustainable drainage solutions such as permeable paving, rain gardens and enhanced greening, which will help manage stormwater, improve biodiversity and create a more attractive streetscape.
39. The project is enhancing natural habitats by introducing rain gardens to manage water runoff sustainably. All plantings will be native species that support local biodiversity. The Healthy Streets team will review and approve all proposals to ensure ecological integrity.
40. The project will not remove or disrupt any existing green infrastructure. On the contrary, the scheme supports H&Fs commitment to urban greening by proposing additional rain gardens and planting initiatives. These enhancements are intended to complement and strengthen the current natural environment, not diminish it.

Verified by: Phoebe Shaw Stewart, Ecology & Adaptation Lead, 31/10/2025

Local Economy and Social Value Implications

41. As this award report is proposing to utilise existing Council contracts, it is recommended that the Commissioning Officer and Social Value Officer work with the supplier to ensure that any Social Value generated from this award is additional to the core requirements of the contract, proportionate to the value and duration of the project and that delivery is measured and recorded.
42. It is recommended that the existing supplier's Social Value delivery is extended to ensure it is localised for this project and will offer value to the area and residents affected by this proposal.

Harry Buck, Social Value Officer (Procurement), 29th October 2025

Digital Services and Information Management Implications

43. IT Implications: There are no IT implications resulting from this report.
44. 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 GDPR.

Implications completed by Vincen Arivannoor, Strategic Relationship Manager, 12th November 2025

Consultation

45. The Capital Project Delivery Team has worked closely with the resident group to shape the proposals for Hammersmith Grove, holding a series of engagement

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sessions and on-site meetings. Continued involvement and support from residents are vital to the successful delivery of the scheme. The team remains committed to maintaining open, inclusive and meaningful engagement throughout the project.

LIST OF APPENDICES

Appendix 1 (Exempt) – Contract Award Details and Further Financial Assurance

Appendix 2 (Exempt) – Procurement Outcome

Annex 1 – Equality Impact Assessment (EIA)