

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 February 2026

Subject: Procurement Strategy and Award of Contract for Remedial Works to Walham Green Court Roof Areas, Parapets and Balconies

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

SUMMARY

This report seeks approval of a procurement strategy for the direct award of a contract for remedial works to roof areas, parapets and balconies at 49-95 (odds), 50-108 (evens), 97-111 (odds), and 112-126 (evens) Walham Green Court SW6.

It is proposed that the contract is procured via South East Consortium's (SEC) Internal and External Works Framework (the "Framework"), which is compliant with the requirements set out in London Borough of Hammersmith and Fulham Council's (the "Council") Contract Standing Orders (CSOs).

RECOMMENDATIONS

1. To note that Appendices 1, 2, and 3 are not for publication on the basis that they contain information relating to the financial or business affairs of any particular person (including the authority holding that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:
 - Procurement strategy proposing the use of the Framework for the remedial works to roof areas and balconies at Walham Green Court SW6.
 - Contract award to the Preferred Supplier identified in Appendix 1 (the "Preferred Supplier") via the Framework, to undertake remedial works to roof areas and balconies at 49-95 (odds), 50-108 (evens) 97-111 (odds), and 112-126 (evens) Walham Green Court SW6 for the Contract Award Value included in Appendix 1 (the "Contract Award Value"). The project is expected to start on site during February 2026 with an estimated completion in May 2026.
 - Contingency sum detailed in exempt Appendix 2 to deal with any unforeseen works that may arise during the delivery of the project.
-

Wards Affected: Walham Green

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 the scheme, and this will continue through to progression to site, and final delivery. The consultation will continue post-award to include site set-up arrangements and further information on the delivery stage.
Being ruthlessly financially efficient	The Preferred Supplier has been awarded a high ranking on the 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.
Rising to the challenge of the climate and ecological emergency	The works will maintain the integrity of the roof coverings to each block and ensure they perform satisfactorily and meet current insulation standards. Once the integrity of the roof coverings is secured the Council will be able to consider options for additional enhancements to the roofs such as photovoltaic (PV) panels.

Financial Impact

The cost of works will be funded from existing approved budgets allocated to Major Refurbishment works across the 2025/26 and 2026/27 financial years, as per the Capital Programme Monitor and Budget Variations 2025/26 that was approved by Cabinet on 13th October 2025.

Further financial details are contained within the Exempt Appendix 2.

Implications prepared by: Anjeli Chadha, Principal Accountant – Housing Capital, 13th November 2025

Verified by James Newman, AD Finance, 5 February 2026

Legal Implications

The Framework allows both direct award and mini competition. The Framework is a compliant framework that the Council is able to access. Using this Framework to award the contracts would be compliant with Procurement Law and the Council's CSOs.

Joginder Singh Bola, Senior Solicitor (Contracts & Procurement), 3 November 2025

Procurement Comments

The procuring officer is required to work with the Procurement and Commercial team to ensure the call-off is undertaken compliantly and in accordance with the Public Contracts Regulations 2015 (under which the Framework was established), framework terms of use, and the Council's own CSOs.

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

Based on the details provided in this report, CSO 19.4. at Section D – High Value Contracts – Over the Services Threshold (page 23-31/120) of the Council's CSOs has been complied with.

All associated details and documents must be attached to the project, 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 (UKSI 2015/102) for contracts equal to and over £30,000 (including VAT). This must be completed using the Council's capitalSourcing eProcurement portal.

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

Kiera May, Category Specialist – Procurement and Commercial, 11th November 2025

Background Papers Used in Preparing This Report

None.

DETAILED ANALYSIS

Background

1. Walham Green Court is an estate built in 1970 situated opposite Fulham Broadway station and comprising one twelve-storey, three four-storey, and one six-storey block all arranged around a central podium. A basement car park sits beneath the podium and shops occupy the ground floor of each high-rise block. The estate provides a total of 122 flats and maisonettes. The twelve-storey block is not affected by the proposed works.
2. In 2020/21 major works were undertaken which included the renewal of roof coverings to the three four-storey blocks and the single six-storey block. Practical completion was achieved in July 2021.
3. There have since been persistent issues with water ingress and numerous investigations were undertaken over many months resulting in the surface water not draining away and causing persistent water ingress problems to lower ground flats below. Officers successfully negotiated the return to site of the original contractor to address the defects. Unfortunately, the original contractor entered administration in April 2025 meaning an alternative supplier needs to be engaged.
4. The proposed remedial works generally comprise the overcoating of the existing parapet walls on the main and porch roofs as well as increasing the height of the upstands, including diverting the porch roofs drainage through the parapet to an external hopper and downpipe into existing gulley. The balcony outlet pipes will also be changed to match those of the porch roofs. To maintain the warranty of the proprietary system currently installed for the main roof coverings, the same system must be used for the remedial works. These remedial works will be carried out by a competent specialist supplier approved to use the proprietary system.

Reasons for Decision

5. This procurement strategy is submitted for approval by the Cabinet Member, in accordance with paragraph 18 of the Council's CSOs.
6. A decision is required to progress the appointment of a supplier to carry out the works required in these properties.

Contract Specifications Summary

7. The form of contract will be the Joint Contracts Tribunal (JCT) Minor Works Building Contract 2016. The JCT suite of contracts is designed for construction projects involving all the recognised trades and skills of the industry.

Procurement Route Analysis of Options

8. The works being procured have been identified as falling within the scope of 45453100: Refurbishment work, and the contract value will be as identified in Appendix 1. This means the procurement falls within scope of the Procurement Act 2023, Procurement Regulations 2024, and the Councils CSOs. As this strategy proposes the use of a framework established under the Public Contracts Regulations 2015, that legislation will take precedence over the Procurement Act 2023 and Procurement Regulations 2024 for this procurement activity.

Proposals and Analysis of Options

9. The Council is required to maintain its housing stock in good repair, providing quality homes that are safe and secure and meet tenant aspirations. The proposed works will ensure the roof coverings are weathertight and eliminate the risk of water ingress to flats.

Option 1: Do Nothing – Not recommended

10. The works need to be undertaken to ensure the Council meets its statutory obligations as a landlord to provide safe and decent housing and therefore doing nothing is not an option.

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

11. Due to the specialist nature of these works, the Council does not have the appropriate resource or capacity available in-house to deliver these works.

Option 3: Use an existing contract, established by the Council to provide the works – Not recommended

12. The Council's Responsive Capital contract is not an option. Officers have also considered utilising existing contracts procured to support the repairs service but there are commercial and delivery issues which preclude this as a viable option.

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

13. It is recognised that a full regulated procurement process, advertised to the market would attract the widest competition and achieve the best value for money for the Council. However, the disadvantage to this approach is the time it takes to procure. Competitive procurement can take between 10 and 16 months, which is not a timeframe available on this occasion, as the works need to be undertaken as soon as possible to minimise damage caused by further water ingress, so an alternative compliant route to procure needs to be used.

Option 5: Procure using a compliant framework or Dynamic Purchasing System (DPS)

14. This is the recommended option. SEC provides a selection of compliant frameworks and offers a quicker route to pre-selected suppliers already assessed as suitable for social housing providers. The Council is a member of SEC and has successfully procured several major refurbishment projects and fire safety schemes via SEC in the last few years. The direct award procedure is a compliant process. The suppliers have been awarded a place on the Framework after a competitive process.

Market Analysis and Engagement

15. Market engagement was not undertaken for this requirement. The top-ranked supplier on the appropriate framework was initially approached but did not express an interest in undertaking the works. The second highest ranking supplier was then approached and responded positively, who has been identified as the Preferred Supplier. The Preferred Supplier has successfully completed various other works projects for the Council in the past.

Conflicts of Interest

16. All officers and decision makers, including elected members (where appropriate), 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.
17. Approval of this Procurement Strategy 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.
18. The Conflicts Assessment will be kept under review and updated throughout the life of the project (from project inception to contract termination).
19. 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.

Local Economy and Social/Added Value

20. An acceptable social value offer has been agreed with the Preferred Supplier.

Lot Considerations

21. The contract is not being split into lots, as the procurement is proposed to be undertaken using an established, compliant framework, and the appropriate lot has been selected.
22. The proposed contract is a one-off programme of works, and Lots are not appropriate.

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

23. The process does not provide further opportunities for SMEs or VCSEs, as it proposed the contract is awarded using an established framework.

People Based Considerations

24. The [Transfer of Undertakings \(Protection of Employment\) Regulation 2006 \(UKSI 2006/246\) \(TUPE\)](#) is not applicable to this procurement.

Risk Assessment and Proposed Mitigations

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

Identified Risk	Proposed Mitigations
1. Contract management is appropriate to enable a high standard of project delivery.	The contract will have a dedicated project team of contract administrator, building surveyor, technical inspector, quantity surveyor, and resident liaison officers to ensure the smooth running of the project.

Contract Duration Considerations

26. The works will be delivered via a one-off contract with a defined contract period of 16 weeks including a 4-week mobilisation period.

Timetable

27. An estimated timetable of the competition process through to contact commencing is included below.

Action	Date
1. Key Decision Entry (Strategy)	Monday, 17 February 2025
2. Contracts Assurance Board (Strategy and Award)	Wednesday, 12 November 2025
3. SLT/Cabinet Member/Cabinet Sign off (Strategy and Award)	Tuesday, 2 December 2025
4. Contract Engrossment	Friday, 19 December 2025
5. Contract Mobilisation and Implementation	Monday, 19 January 2026

Contract Management

28. The Assistant Director for Residents and Building Safety is the strategic lead for the housing capital programme. The Head of Capital Delivery will lead the operational team overseeing the appointed consultants and contractors.
29. 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 contract and will be responsible for issuing all instructions, variations, notices, etc. to the preferred supplier. They will also provide Quantity Surveyor services such as detailed cost plans, cashflow forecasts, valuation of works, issue of interim contractor payments, and preparation of the final account.
30. The Council directly employs Project Managers to oversee the consultants and project-specific technical inspectors to monitor progress and quality of works on site.
31. The Council directly employs Project Managers to oversee the consultants and project-specific Clerks of Works to monitor progress and quality on site.
32. Regular project monitoring meetings will be diarised to report on progress to senior management.
33. A suite of Key Performance Indicators (KPIs) will be used to monitor, measure and report on the performance of the contractor and will include:
- Resident satisfaction of Preferred Supplier performance;
 - Defects – Condition of each property/block in respect of number of defects at the point of handover;
 - Safety (Preferred Supplier) – Number of reportable accidents each month; average number of people on site;
 - Predictability of cost;
 - Environmental impact, control of waste, noise, and/or dust during construction process; and

- Delivery on Social Value commitments.

Equality and Inclusion Implications

34. An Equalities Impact Assessment (EIA) is included at Annex 1. The assessment identifies short-term negative impacts on access and egress for residents who are older, disabled, pregnant, or have young children due to scaffolding and construction works. These impacts will be mitigated through supplier-led access strategies including temporary ramps, clear signage, and alternative access routes where necessary. The Preferred Supplier will also be required to consider the needs of neurodivergent residents and those with sensory sensitivities, particularly in relation to noise and disruption.
35. Communications will be inclusive and accessible, with materials available in multiple languages and formats (e.g., Easy Read, large print, audio) to ensure all residents are informed and supported. Staff and contractors will receive EDI training to ensure respectful engagement with all residents.
36. The works will improve the thermal efficiency and weathertightness of the building, particularly benefiting residents in top-floor flats who would be most directly affected by existing roof issues. These improvements are expected to contribute to better health outcomes and reduced energy costs.
37. No disproportionate impacts were identified for other protected groups. Resident satisfaction surveys post-works will be disaggregated by protected characteristics to inform future capital delivery projects. Mid-project engagement will also be used to identify and address any emerging issues.

Verified by: Yvonne Okiyo, Strategic Lead Equity, Diversity and Inclusion, 4th November 2025

Risk Management Implications

38. In addition to the risk described above there is an operational risk that the successful supplier will be unable to meet the qualitative standards required which in turn may lead to a people risk. This risk must be reduced. KPIs for standards, delivery and resident satisfaction should be defined and measured. The quality of the delivery is checked recommended that spot checks are made and include safety standards are being followed as well as impact of works to residents as well as disruption and behaviour of the workforce.

Jules Binney, Risk and Assurance Manager, 4th October 2025

Climate and Ecological Emergency Implications

39. The existing main roof coverings already comply with Part L of the current Building Regulations, encompassing energy efficiency requirements, and the

thickness of insulation is sufficient to meet the target U-value of 0.16W/m²K. The proposed remedial works will not affect the existing insulation levels.

40. The proposed works will not preclude the future exploration of options for the installation of solar photovoltaic (PV) panels on the roof areas, albeit any proposal would need to ensure that existing warranties are not compromised.

Verified by: Meghan Kingsley-Walsh, Heat Decarbonisation Lead, 7th November 2025

Local Economy and Social Value Implications

41. 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. The Preferred Supplier has been in discussion with the Council's Social Value Officer to ensure that their Social Value offer is proportionate to the value of this package.
42. 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.
43. 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.
44. It is recommended that the commissioner and successful Suppliers 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.

Verified by Harry Buck, Social Value Officer (Procurement), 3rd November 2025

Consultation

45. 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.

Digital Services and Information Management Implications

46. **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.

47. **IT 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 as there is a plan to collect resident data through surveys after completion. Therefore the Preferred Supplier will be expected to have a Data Protection policy in place, and all staff will be expected to have received Data Protection training.

Implications completed by Vincen Arivannoor, Strategic Relationship Manager, 7th November 2025

LIST OF APPENDICES

Appendix 1 (Exempt) – Contract Award Details
Appendix 2 (Exempt) – Further Financial Assurance
Appendix 3 (Exempt) – Details of Proposed Contingency
Annex 1 – Equality Impact Assessment (EIA)