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WESTMINSTER CITY COUNCIL CONTRACT PARTNERSHIP CASE STUDY

BIG ENOUGH TO DELIVER SMALL ENOUGH TO CARE

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SCOPE OF WORKS

- » Grade Listed Properties
- » Specialist Heritage Works
- » Cavity Wall Insulation
- » Class 0 redecoration
- » Painting, Decorating, Redecorating and Repairs
- » FRA Works and signage
- » Hard Landscaping and repairs to railings, brickwork, paving, concrete, timber and asphalt
- » Internal Communal Areas Refurbishment
- » Kitchen and Bathrooms replacement
- » Roof Works/ Rainwater goods
- » Windows and Doors Replacement/Repairs
- » Wood Works
- » Drainage works
- » DOFF specialist cleaning

M&E Works include

- » Heating
- » Hot water
- » Lighting/installation new communal lighting/Emergency lighting
- » Ventilation
- » Replacement of mains electrics
- » Decommissioning existing boiler plant/installation new boiler plant
- » Replacement boiler flue/valves and controls



INTRODUCTION

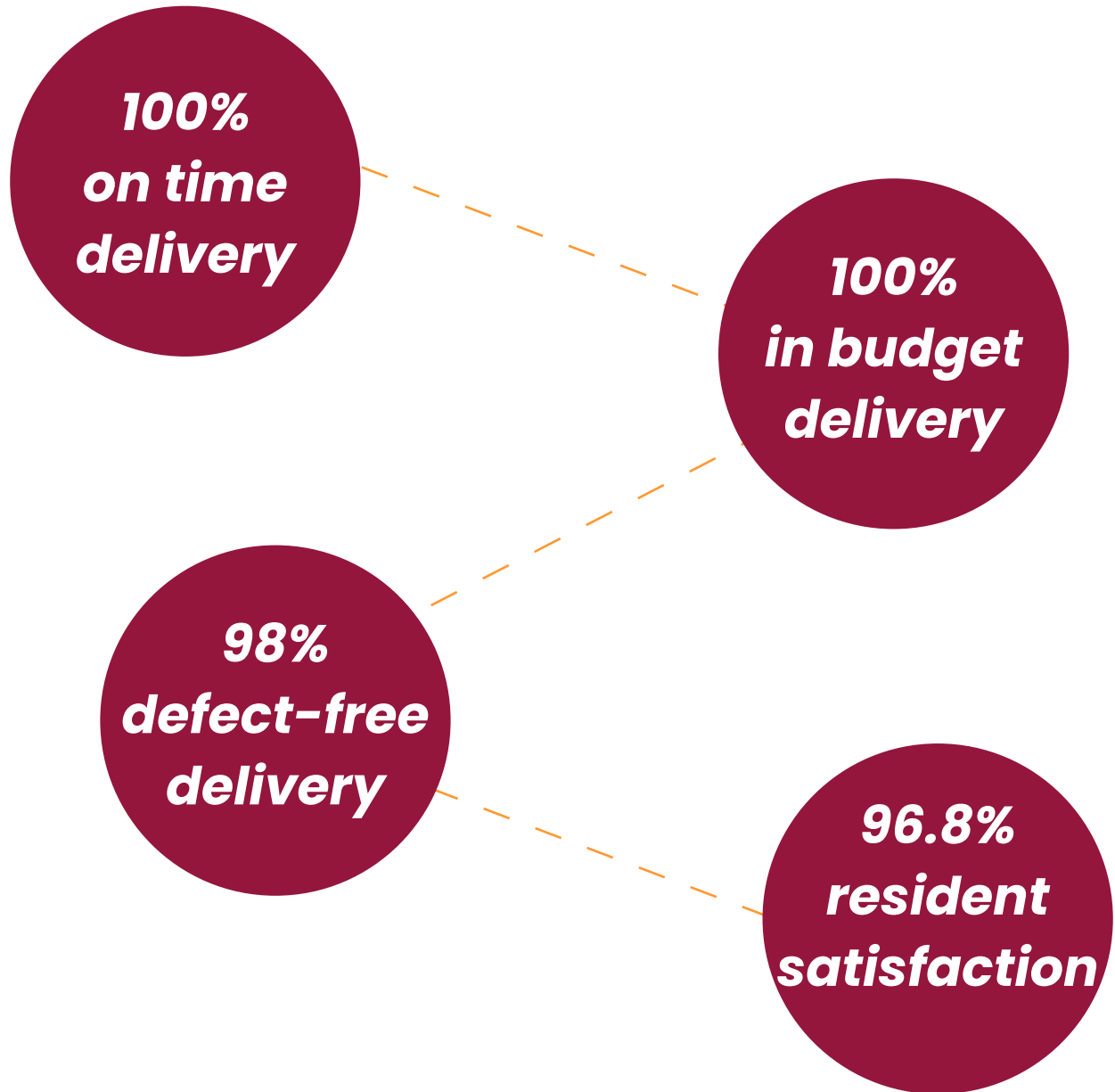
Axis has worked in partnership with Westminster City Council for over 12 years.

Together we have delivered multiple concurrent programmes across the London borough. WCC stock comprises 22,000 homes including: blocks of flats; houses (including Victorian terraced houses) and listed properties in conservation areas. Tenure is approximately 65% leaseholder owned.

Our Contracts (*Each contract's duration is 10 years, both are valued at £10m. Individual schemes range between £250,000 - £2.5+m*):

- Major Internal and External Painting and Repairs (2010–2018).
- Major Works North Area (2018–2028): Association of Consultant Architects (ACA) Term Partnering Contract with Westminster City Council, delivering major works to their entire stock in the Northern side of the borough. Under this Partnership, Axis assumed Lead Designer responsibility from RIBA stage 2 for each project.

OUR DELIVERY KPIs



CASE STUDIES

The following case studies evidence our scope of works across a selection of our projects for Westminster City Council.

FRA WORKS AND EWI

LITTLE VENICE TOWERS



Our Design and Build contract instructed us to carry out essential external fire safety works to six 21-storey tower blocks each housing 125 apartments, in the Little Venice area of Maida Vale.

Works included replacement of combustible timber decking to balconies with a new Bauder waterproofing solution and the installation of new external wall insulation (EWI).

We finished replacing all the FED's and SMEs with compliant timber fire doorsets to all of the flats in 2022 and will be upgrading all remaining fire doors as well as installing fire alarms.

WINDOW REPLACEMENT AND REPAIRS *HALLFIELD ESTATE*

Grade II listed Hallfield Estate in Paddington comprises 14 blocks of flats.

We replaced doors and windows, and conducted communal area decorations as well as external works including concrete and brickwork repairs. We also replaced extractor fans. To minimize disruption to residents, we sequenced the works in five phases optimising efficiencies to condensing the programme.

By 2022 we had completed two of the five phases. The final three phases will be sequenced over the next 3 to 4 years of the contract.



EXTERNAL AND COMMUNAL AREA MAINTENANCE

QUEENS PARK

Our three-phase maintenance project included repair works to roofs, masonry and stonework, windows and doors. We also made internal repairs and redecorations to common areas and flat entrance doors. Electrical works included installs of emergency lighting and door entry system. The first phase of our works at Queens Park covered 72 Victorian terraced houses. The second phase, completed in 2022, saw refurbishment works to 563 further properties. As it is a conservation area, we worked closely in conjunction with the Queens Park Design Charter throughout the works.

We refurbished Queens Park Community Hut in a two-year project. Axis repaired and renewed the guttering and downpipes, repaired leaks and carried out ceiling repairs. We installed a new kitchen and a new metal door to provide disabled access, and redecorated.

We utilised the Travis Perkins Community Fund to support the QPG Community & Sports Hub, a non-profit community organisation run by a board of local residents and volunteers who use the hut on a regular basis. Our donation enabled the charity to purchase new kitchen items, educational equipment and multi-sports equipment to run their weekly breakfast and after school clubs for over 100 local young people.



The opening ceremony of the Queens Park Community Hut which we have transformed for Westminster residents



"We are so grateful to Axis for transforming our community hut. We are currently putting together a strategy and timetable so that everyone can get a chance to enjoy the use of the hut throughout the year. It is a great addition to the local community – thank you" – Shuwanna Aaron, Acting Director at Queens Park Community Council

HERITAGE RECONSTRUCTION AND ROOFWORKS

FERNHEAD ROAD

Westminster CC's property at Fernhead Road is a Victorian end of terrace property converted into flats.

Our Heritage Division reconstructed two bay windows (which were experiencing movement because of shallow foundations) on new foundations and conducted window replacements and additional decoration and also provided a full flat roof replacement service. Our team also completed a programme of repointing to the brickwork and provided drainage works.





Axis have been able to deliver works to a high standard, this has been reinforced with high customer satisfaction returns for our schemes. All contracts to date with Axis have been completed within our specified timescale and have been delivered under budget



**Jeff Tourmentin, Head of Capital Programme Growth,
Planning and Housing – Westminster City Council**

MAJOR REFURBISHMENT ABBOTS MANOR ESTATE

The Abbots Manor Estate comprises 10 blocks of flats: Buckland, Evesham, Dryburgh, Sherbourne, Tintern, Melrose, Furness, Kirkstall, Flaxley and Fonthill House.

Our external refurbishment programme included general repairs, redecoration and cleaning to courtyards and walkways including repairs. We replaced the panels to the balconies and also completely replaced roofing to some blocks.

Internally we conducted general repair work to the walls and floors and painted them in a fire resistant, class 0 paint. M&E works included electrical wiring and installation of new communal lighting and replacement of mains electrics.

MAJOR REFURBISHMENT WORKS ***WESTBOURNE PARK***

Our scope of works included Roof works, Window and Door Replacements, external and internal repairs and redecorations, drainage works, FRA, electrics and general blockworks.

Our team worked in Aldridge Court, Arnold House, Artesian House, Ascot House, Elmfield House, Fermoy House, Great Western Road, Leamington House, Macroom House, St Lukes Court and Windsor Gardens.



DECORATIONS AND ASSOCIATED REPAIRS ***CHURCHILL GARDENS ESTATE***

Churchill Gardens Estate comprises seven high rise flat roofed blocks of flats containing 630 leaseholder homes (plus sheltered properties) in Pimlico.

We conducted the works in two phases to take advantage of the summer months introducing the highly durable WeatherShield paint, which extended the decorations' cycle from 5 years to 7 years, delivering significant budget savings which were re-allocated to refurbish Darwin House, a local sheltered housing scheme.

FURTHER EXAMPLES

- » Millbank Estate – External and Internal Cyclical Decorations and Repairs
- » Dorchester and Westbury blocks – External & Internal Refurbishment
- » Lillington and Longmore Garden Estates (Grade II listed) – External Decorations and Major Repairs
- » Carburton and Great Titchfield Street – External Redecorations and Refurbishments
- » Gatcliff Close – External Decorations and Repairs
- » Kemp House – Heating, Water and Redecoration
- » Admiral House – External and Roof Works
- » Ingestre Court, 47 Old Compton Street and Greens Court – External Repairs, Internal Redecorations and FRA upgrade
- » Hall and Braithwaite – Mechanical, Ventilation and FRA works
- » Torridon House – External screen replacement and associated works
- » Downfield Close – 1500m² flat roof renewal
- » Gloucester Terrace – Windows and Roofs
- » Hallfield Estate – Kitchen and Bathroom Programme
- » Brunel Estate – Communal Ventilation Works and FRA Works
- » Warwick Low Rise Estate – Painting, Retrofitting PV systems
- » Devonshire House – Roof Replacement, Fire Door Renewals, Internal and External Decorations

WORKING WITH RESIDENTS



All sites are fully occupied by residents (tenants and leaseholders) throughout each estate project. Therefore excellent communication with residents was essential. Because of our pro-active Resident Engagement Programme we were able to complete the works with minimal disruption to the residents.

In addition, we:

- Allocated on-site, full-time (6 days a week) Resident Liaison Officers (RLOs).
- Opened a permanent site office, The Roundhouse on Hallfield Estate, with an open-door policy so that residents could speak to our team at times convenient to them.
- Attended Resident and Leaseholder Group Board Meeting, before commencing works, to identify what was important to the residents particularly the needs of vulnerable and elderly residents.
- Sent regular follow up reminders to residents about when the works were due to start.
- Issued regular news and updates in writing as well as visiting residents and inviting them to consultations and progress meetings and customer roadshows and to join our WhatsApp groups.
- Set up, with the Residents Association, a resident-led, performance challenge team and nominated resident 'Estate and Block Champions'.
- Encouraged candid feedback and conducted satisfaction surveys in several formats.

VALUE ENGINEERING

Axis proactively looks at value engineering opportunities for our client and all the works tendered by Axis through our supply chain. On many estates up to 75% of tenures comprise leaseholders, liable to pay a share for the works. We were committed to driving costs down as much as possible for them.

PHASED WORKS

Phasing our works (for example at Churchill Estate) reduced the overall works period from 36 weeks to 27 weeks and provided a reduction of £13,000 in project costs.

At Hallfield Estate we sequenced the works in 5 phases optimising efficiencies by condensing the programme. And whilst works at Little Venice Towers were delayed due to Covid-19, work resumed as soon as on-site activities were allowed and the revised completion timescale of 85 weeks was further improved upon by accelerating the work programme and adding extra labour.



SOCIAL VALUE – MORE THAN BRICKS AND MORTAR

In addition to keeping residents' homes safe and comfortable, Axis and WCC believe in supporting the local communities where we work. With WCC we have:

- Mentored local young people into careers
- Employed three residents as apprentices onto the contract
- Partnered with Construction Youth Trust to deliver online learning sessions to schools/colleges in Westminster throughout the COVID-19 pandemic
- Hosted DIY workshops and social clubs
- Donated and delivered Christmas hampers
- Conducted a programme of bulb planting on the Queens Park, Hall & Braithwaite Towers, Brunel Estate and Hallfield Estates
- Helped residents upcycle the wood from our balcony works to build raised beds on the Little Venice allotment
- Refurbished community amenities including Pickering Hall on the Hallfield Estate, Edward Alsop Court, a homeless hostel and Queens Park Community Hut



I would like to extend my sincere thanks for your contributions towards the residents' hampers. Your gifts, donations and support to pack and deliver the hampers has been exceptional and they have been very gratefully received



Neil Wightman, Director of Housing – WCC



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Westminster City Council Partnership

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