



## CASE STUDY – Institution of Civil Engineers

The specialist refurbishment and modernisation of a prestigious Grade II listed building in Westminster.

After more than a century of use, summer-2016 saw ICE closed to allow circa three months of works designed to refurbish and modernise the building.

Utilising its vast experience in the historic buildings sector – which includes the recent full restoration of Old Palace Yard in Westminster for Parliamentary Estates – VINCI Facilities' construction arm, 'Building Solutions', secured the £3.4m project.

### Overcoming challenges

The client's overriding objective was for the building to be fully operational in just 13 weeks – a major challenge that required Building Solutions to conduct a wealth of initiatives designed to maximise the speed of delivery, including:

**Challenging the brief:** With the project requiring a vast and intricate scaffold design, Building Solutions challenged the client's initial brief, proposing that the scaffold preparations commence in May-2016, a full month ahead of the core works. This decision was crucial to achieving the project's strict completion date.

**Trust and transparency:** By operating a fully transparent approach with both ICE and the Contract Lead, Arcadis, Building Solutions nurtured a strong level of trust and collaboration that ensured a rapid and streamlined decision-making process.

**Flexibility and rapid mobilisation:** Building Solutions rapidly mobilised its teams at short notice to maintain progress despite a shifting scope of works. For example, when a blocked drain in the street flooded ICE's basement with 30,000 litres of water, Building Solutions immediately rallied all its staff, labourers and sub-contractors, and sourced the necessary equipment to assist with a two-day recovery process.

**Ensuring a strong supply chain:** Building Solutions established a network of specialist sub-contractors that worked as an efficient team with a shared culture. The team proved so successful that ICE subsequently added several of Building Solutions' approved sub-contractors to its own network of preferred suppliers.

**Efficient logistical operations:** As the busy London streets provided limited access, Building Solutions ensured an efficient logistical operation by constructing a vast scaffold gantry capable of accommodating all the necessary goods and equipment, as well as all waste, ready for removal by just-in-time skip collections.

### Impact

Following scaffold preparations to the rear elevation in May-2016, the core works began in June and spanned 13 weeks, concluding in September, when the project was successfully delivered on time and on budget.

By fostering a strong culture of Health and Safety, Building Solutions successfully completed the project with zero reportable accidents or incidents – no mean feat, as 30% of the building remained occupied throughout the works.

Building Solutions' performance saw the firm consistently achieve exceptional customer satisfaction results, securing an overall rating of 9/10, with many aspects receiving 10/10, including responsiveness, professionalism, attitude and compliance.

### Scope of works

- Clean/restoration of external stonework.
- Repair of roof and roof lights.
- Replacement of an external platform lift.
- Replacement of M&E plant.
- Conservation cleaning of the Great Hall ceiling.
- Creation of an Interactive Learning Hub and new members' resource centre.
- Refurbishment of toilet facilities.
- New furniture, finishes and fittings.

"This was a complex project with limited timescales due to key events in ICE's calendar, however VINCI Facilities demonstrated its understanding of, and total commitment to, our requirements. This was mirrored by the site management team and all the sub-contractors and trades.

Speedy decision making by the client and its representatives, along with excellent personal relationships with the VINCI Facilities team meant that every element was treated with utmost priority. Solutions were sought, agreed and delivered to ensure the client's objectives were met. This resulted in a successful project which showcases VINCI Facilities' skills in this sector."

Mike Stephens, ICE Project Sponsor

