

Case Study

Client: Department for the Environment, Food and Rural

Start date: 2002

Completion date: 2007

Value: £20 million

Services: Facilities Management and Cost Management

DEFRA, Eastbrook Offices Cambridge, United Kingdom

Challenges

- PFI scheme comprising demolition of an existing government offices, situated on a large site in the centre of Cambridge.
- The site which contained a number of single storey prefabricated office buildings in poor condition and sprawled across the area, was replaced with a new 15,000m² of fully service four-storey office building that would accommodate 750 people.
- The remainder of the site would be used for housing.
- During the procurement period the brief changed from two separate buildings to one, the occupier profile and subsequently the fit out requirements also significantly changed. Agreeing a final capital cost for the works (to be rentalised) without the benefit of a detailed price breakdown based on the original scope was a particular challenge.

Solutions

- Davis Langdon was originally commissioned to provide facilities management (FM) advice during the contract stages.
- We advised on all FM related matters including negotiation with the preferred bidder to agree procedures.
- This was then expanded to providing quantity surveying services during the construction phase.
- During the construction phase Davis Langdon carried out the following:
 - Negotiating and agreeing the cost of change orders with contractors for both capitals and services costs which was a considerable undertaking by experienced quantity surveyor's.
 - Procuring independent catering service.
 - Setting up post occupation procedures manual with the FM provider dealing with.
 - Invoicing including performance adjustment for audit procedures, service quality and utility payments.
- Once the building was occupied, we provided a post contract management support role, which included:
 - Reviewing service performance.
 - Auditing performance monitoring system.
 - Checking performance deductions.
 - Implementing escalation procedures.
 - Agreeing financial effects of change.
 - Advising on disputes.
 - Preparing invoices/administer billing.
 - Reviewing value for money reports/benchmarking.
 - Checking unavailability payments.



Results

- This particular project enabled us to demonstrate a range of skills and expertise that many quantity surveying practices would struggle to match.
- DEFRA have since written to those individuals involved in the project at Davis Langdon, to express their thanks and appreciation for the hard work and effort put in to achieve a successful outcome.
- The outcome is that the client has the benefit of continuing to occupy a very well managed and maintained building throughout the 30-year term of lease at a cost that represents excellent value for money.

Reflections

- The compressing of several client groups into one modern building, rather than being spread around on outdated "campus" site has significantly improved the working environment, created business efficiencies and enhanced inter departmental communications and synergies.
- The provision of a common business suite of bookable meeting rooms has been a considerable success.
- The presence of a quality on site FM team, together with "help desk" facility, has ensured the provision of a clean and well maintained building for the whole of 30-year term of the lease.
- The project has been benchmarked by the National Audit Office against other government PFI schemes and by comparison is deemed to be highly successful both in terms of quality and value for money.