






Demonstrating Total Efficiency

The market for construction and property has never been more challenging. That is why we have developed a unique approach we call ‘**Total Efficiency**’ to help you in five powerful ways:  Realising value through sustainability  Achieving certainty  Unlocking value from built assets  Adopting the right strategy  Achieving more for less.

This guide demonstrates how this approach has helped our residential clients.

Realising value
through sustainability





One Osnaburgh Street, London

Client: British Land | **Project:** One Osnaburgh Street | **Services:** Cost Management |
Start Date: May 2007 | **Completion Date:** November 2009

CHALLENGES

The new build construction of three buildings with five different tenures on a restricted site within a set time frame.

Minimal waste to be generated by on-site activities in order to secure sustainability credits and client targets.

Achieving both the consented planning application and client's requirements in respect to sustainability targets.

Reacting to an evolving design brief and rapidly changing sales market for the private residential apartments.

SOLUTIONS

Strategic selection of procurement solutions which enabled the overlap and parallel progression of all works.

The adoption of prefabricated elements along with the careful selection of materials within specification documents.

A myriad of solutions were required. These varied from innovative design solutions for the energy systems of the buildings to on-site waste management plans and in-use waste management solutions.

Worked closely with the client's sales and letting team and assisted the interior designer to deliver a product which satisfied the brief.

RESULTS

All three buildings delivered within the overarching time constraints of the consented planning application.

Bathroom pods to the affordable tenures were a great success. Waste was minimised and time / man-hours on site were reduced.

The desired accreditation was achieved and the client's brief was satisfied. The completed development is a good example of how to deliver buildings within the constraints and challenges of sustainability requirements.

In a housing market which rapidly shrunk during 2008 / 09, 100% sales for private apartments were secured shortly after marketing, in-line with the client's aspirations on value.

REFLECTIONS

A well managed strategy enabled the varying tenures on the project to be completed in parallel.

The roll-out of prefabricated elements on a wider scale may have reaped further benefits

A cohesive multidisciplinary approach ensured the positive outcome.

The drive and commitment to deliver a high quality product resulted in a successful sales process.

Achieving certainty



Review of Land Remediation Relief Claims

Client: Top 5 National Housebuilder | **Project:** Retrospective Review of Land Remediation Relief Claims | **Services:** Taxation Consultancy |
Start Date: December 2008 | **Completion Date:** May 2009

CHALLENGES

Identifying the opportunities to generate land remediation relief.

Establishing a consistency in approach and data collection for the 1,000 sites that would provide an ability to capture all sites with claim potential.

Working with absent information due to changes in company structure such as acquisitions, closed offices and turnover of personnel.

Achieving the desired consistency, audit trail and reconciliation to satisfy HMRC.

SOLUTIONS

Applied a standard approach which devised and communicated in an information pack to ensure 'buy-in' from the highest levels. This guaranteed that all information could be secured to identify opportunities.

Developed a systematic methodology for analysing data including reviews of information on site to reduce risk and improve efficiency.

Developed a 13 week programme for each of the client's offices to communicate progress in a visual manner. This methodology encouraged the construction team to provide access to information that was presented in their language.

RESULTS

Realisation of relief achieving 100% increase compared to previous claim values.

Established a consistent process going forward, minimising tax risk in the eyes of HMRC.

Improved the accuracy in value of claims with supporting audit trail, reconciliation with the company accounts and full disclosure.

Secured tax refund from HMRC including interest in excess of £19 million based on over 500 individual claims relating to the past six years.

REFLECTIONS

Establishing a framework for the future ensures ongoing claims can be compiled efficiently with limited demands on client resources.

Creating greater certainty with respect to delivering value by ensuring that opportunities to claim relief are maximised.

By having standard procedures in place through the framework methodology, greater defensibility can be assured in the event of an enquiry from HMRC.



Unlocking value from
built assets



The Rosary Care Home, Bridgewater

Client: Sanctuary Care | **Project:** Rosary Care Home, Bridgewater | **Services:** Employers Agent and Cost Management |
Start Date: March 2008 | **Completion Date:** November 2009

CHALLENGES

Refurbishing and extending a Grade 2 listed building operating as a care home within project budget.

Completing the replacement of furniture in the existing building which remained operational.

The cost management and development of the specification for the refurbishment as the existing building deteriorated during the construction phase and the time period from setting the specification prior to tender.

Phased handover of the refurbishment to enable existing residents to utilise the refurbished elements of the building as much as possible.

SOLUTIONS

Undertaking the extension first, with the refurbishment taking place following the resolution of a complex decanting strategy. Residents were decanted into the extension on a floor by floor basis to enable the refurbishment to take place.

Phased deliveries of furniture timed to the refurbishment programme.

Close management of the project costs enabled enhancements to be made to the specification and an increase in the refurbishment works to be instructed, whilst maintaining cost certainty.

Refurbishment was programmed to have no impact on resident activity. This involved refurbishing specific rooms at times when residents were elsewhere.

RESULTS

On completion of each floor of the refurbishment, the residents were moved back and minimal disruption was achieved.

The existing furniture was disposed of and new furniture delivered prior to residents moving back to their refurbished accommodation.

The project was delivered to budget, meeting the financial aspirations of the client.

Seamless refurbishment with little impact on the residents.

REFLECTIONS

A well managed strategy enabled the smooth running of the refurbishment, with residents maintaining the same level of care and quality of life.

The successful programming of deliveries enabled smooth transition for residents.

A detailed understanding of life cycle costing for a building of this type is an important prerequisite.

Successful management of the construction team was key to maintaining high standards of residential care during construction.



Adopting the right
strategy



The National Change Agent Housing Programme

Client: Homes and Communities Agency | **Project:** The National Change Agent Housing Programme |
Services: Management Consultancy | **Start Date:** 2005 | **Completion Date:** Ongoing

CHALLENGES

Identifying and developing disparate providers into consortia and demonstrating the benefits of collaborative procurement.

Demonstrating and quantifying improvements in non-cashable benefits.

Providing a tool for cross consortia benchmarking of cost performance.

Creating programme legacy.

SOLUTIONS

Development of consortia specific cases that identified precise issues and constraints based on the dynamics of each group and the benefits they would realise.

Development of specific Key Performance Indicators and metrics around non-cashable benefits.

Construction and implementation of a benchmarking model accessed through a web portal.

Development of a managed programme of initiatives and a data collection area to house information.

RESULTS

Achieving the HCA's desired programme of 10 to 15 consortia and realising efficiency gains of over £200m collectively.

The development of training programmes resulting in places for over 430 young people. In addition, over 400 jobs have been created.

The HCA and consortia are able to interrogate, share and compare data on a web portal, leading to mutual performance improvement.

Robust benchmarking model and data; encouraging consortia to become 'self-sustaining'.

REFLECTIONS

The importance of tailoring bespoke arrangements for individual consortia and recognising and understanding their individual issues and constraints; alongside maintaining close relationships throughout the programme.

The worth of demonstrating and sharing the added value of non-cashable benefits.

Taking time to clarify what needs to be measured and being rigorous on the comparators and process.

The importance of a central area to house knowledge and information.

Aggregating the benefits and maintaining the commitment and goodwill amongst members to ensure ongoing participation.



Doing more with less



INTO University of East Anglia

Client: Espalier East Anglia LP | **Project:** INTO University of East Anglia | **Services:** Employers Agent and Cost Management |
Start Date: February 2007 | **Completion Date:** August 2008

CHALLENGES

Building a new 415 bed student residence project with associated teaching space and the first development of its type and scale for the client, who had traditionally been involved in the operational side.

Overcoming the concerns of the client regarding optimum room mix and types. As a 'pioneering' scheme the rooms needed to fit within the budget constraints and their development appraisal.

Establishing an efficient building design solution against the profile of room types, which were more a function of anticipated rental demand.

Achieving cost certainty within a budget per lettable room.

SOLUTIONS

Recommended an appropriate building methodology for the project and involved the contractor, who had delivered student accommodation on the same campus, at the earliest stage.

A thorough feasibility study period which included option studies, and working closely with the design team, advised on possible efficiency solutions within the constraints of the budget.

Detailed benchmarking information, provided at the outset, produced details on key metrics that determined efficient student accommodation design.

Value engineering to identify options for cost savings, driven by the need to meet a demanding budget.

RESULTS

By offering a rapid solution to the construction methodology the project was delivered within a specific programme to fit with student term times.

A mixture of 'standard' (economy rental) rooms and premium rooms, which established a project within construction budget and optimum solution from a rental perspective. The rooms currently run at 100% occupancy, and the client is now looking to add additional bed space.

By informing the design team from the outset on the parameters associated with efficient student residences design, a greater internal space of 24m² per room was achieved against the original target of 22.67m² per lettable room.

The building design was worked to achieve maximum efficiencies, resulting in the delivery of the project both within budget and the space and performance specifications.

REFLECTIONS

Understanding the market and the various options available is key to deliver the product to the target audience within a specified time period.

Committing time and resource from the cost consultant and design team prior to the planning application enables better exploration in to design and room mix options.

Spending time producing detailed design benchmarking data can help shape future projects and provides clients with key performance criteria.

A thorough tender evaluation period including price and design evaluation is time well spent hedging residual risks prior to committing to construction.



Find out how we can help you achieve
Total Efficiency in 2010

<http://totalefficiency.davislangdon.com>

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DL20360 (06/10) | Designed in-house by Business Development