



Simply Better Results

*The business case for a design
and build approach to projects*



*Whenever two hypotheses cover the facts,
use the simpler of the two.*

Occam's Razor

Simply better results

In his book *Outliers*, the author Malcolm Gladwell repeatedly demonstrates that to achieve a significant measure of success in any field requires about 10,000 hours of practice.

Well, at Claremont we have amassed quite a bit more than the requisite amount of time on Design and Build projects and so we think we are pretty well qualified to know not only how they can deliver exceptional results but also something about the fundamental strengths and weaknesses of this approach. We also know that while it isn't always the ideal route, it is still not considered for too many projects.

This is surprising because research, experience and intuition all tell us that in most cases, the simplest systems achieve the best, fastest and least expensive results and that the success of any project will often be measured in inverse proportion to the number of people involved, the number of decisions these people have to make, and the number of

times they have to communicate with each other.

This is the underlying principle behind 'Design and Build'; often the best, fastest and least expensive method of developing and implementing an office design project, yet also one of the least understood, especially with regard to its ability to deliver exceptional design.

This White Paper is aimed both at those who want to find out more about Design and Build and at those who may have preconceptions. It is an idea based on the most fundamental of principles. That by keeping things as uncomplicated as possible, it can deliver the best value, best design and the best response to a brief in the quickest time and at the lowest cost. Simple, really.

Ann Clarke
Design Director
Claremont Group Interiors



Everything should be made as simple as possible, but not simpler.

Albert Einstein

What is Design and Build?

Design and Build often offers the simplest way to develop and construct a new workplace because it is based on an arrangement in which you partner with one firm to design, manage and deliver the project rather than one in which you have to manage several relationships. Such complex relationships can deliver great results but they invariably rely on strong lines of communication and responsibility in the relationships between a base of vendors and suppliers whereas Design and Build offers you one point of contact.

In the best cases, Design and Build also allows elements of the project to be developed concurrently rather than consecutively as they would be with a diverse base of suppliers. In the majority of cases this reduces the time taken to complete a project.

The success of Design and Build as a concept is easy to measure. A 2010 study by the Royal Institute of Chartered Surveyors (RICS) concluded that there was clear empirical evidence that Design and Build

‘projects performed better in terms of construction costs, unit costs, construction speed and intensity of construction. This is despite the fact that projects tendered under D&B method were more complex, of greater value and larger than those tendered using traditional methods.’



Similar research from the Chartered Institute of Building (CIOB) found similar results. Design and Build achieves this without sacrificing the standard of design and the excellence of the end result. Little wonder that nearly a third of all new construction is now accounted for by Design and Build. In the public sector, Design and Build is one of the preferred project methodologies for the development of buildings.

As with all such principles, there is some variation within the Design and Build model that may influence your choice of how to proceed.

At its most straightforward, Design and Build is based on an integrated contract, with your partner developing, designing and

constructing the building based on a brief. This may be based on a simple, minimal statement or may have been developed in detail by an external consultant. Novated Design and Build contracts are closer to traditional models, in that the client’s in-house team develops the design which is then passed to a contractor who takes responsibility for design from that point and constructs the building.

The Advantages

So, can we be sure that Design and Build is so much better than other methods? Well, the simple answer is that we can't in every case. Each project is different and the right methods must always be applied depending on the objectives and circumstances of a particular client. What we do know is that when Design and Build is right for a specific project, it can provide substantial, quantifiable and irrefutable benefits, not least of which is a great place to work.

Project times

Rather than having a series of designers and contractors completing their part of a project before handing it over for the next stage, the Design and Build contractor can successfully manage tasks to run in parallel to help the project stick to a critical path. Instead of a team of runners passing a baton to each other in relay, nearly everybody can be running at the same time. That is where the time savings come in over traditional methods.

The research by RICS into the speed of Design and Build projects is unequivocal. The construction speed of an average Design and Build

project is some 46 per cent quicker than an alternative procurement method.

Cost

Again, according to the 2010 RICS research, Design and Build projects are typically around 15 per cent cheaper than projects using traditional methods. In large part, this can be attributed to the greater use of in-house resource from the contractor, shorter project times and simpler contractual arrangements.

The other good news is that this saving is not significantly influenced by any detail specified in the brief so you can be fairly sure that what you will get will be exactly what you are expecting at the lowest possible cost that will meet your objectives to create an exceptional working environment.

And the other good news is that it typically won't go over budget.

According to the Chartered Institute of Building around 76 per cent of Design and Build projects based on a minimal design statement are completed to budget or below.

End results

Speaking more subjectively, in the majority of cases, Design and Build will deliver better results than traditional methods, notably in terms of cost and speed to complete. But it also offers exceptional designs and end results when you work with the right partner. Of course, there is no guarantee that any procurement process will provide you with a better design than any other so the outcome of any project is entirely down to the skill and experience of the people working on it. This is what makes a project come alive and this should be the most important factor for you when deciding the company with whom you want to work.

According to 2010 research from the Royal Institute of Chartered Surveyors, the average Design and Build project is completed 46 per cent more quickly and 15 per cent more cheaply than an alternative procurement method

In anything at all, perfection is finally attained not when there is no longer anything to add, but when there is no longer anything to take away.

Antoine De Saint Exupery

The process

Whether you use Design and Build or a more traditional approach to your project will ultimately depend on your own objectives and your own understanding of the best method to deliver them. This goes right back to how you would like to develop the brief and how much risk you want to take on with a project.

What is beyond doubt is that Design and Build is the route for you if you need to minimise costs, want certainty about budget, need the project to be completed on time, demand an exceptionally well designed and practical end result, are

happy to work directly with one firm that is responsible for all major aspects of the project and are looking for a project that will be completed to a high standard—your own.

Before choosing a partner, you should look beyond their business model and ask pragmatic questions. Look closely at certain key factors about how they work including the skill and experience of the designers working on the job, your own budget and expectations and, finally, the ability of firms to implement the design to the right standard. Not only can Design and Build offer outstanding end results, you are also less likely to face divided opinions

and a backlash from people who don't like the sort of workplace that has been designed as much to look 'interesting' in a portfolio as it is to meet your own needs.

Another important point in favour of Design and Build is the contractor's ability to better integrate the complex demands placed on modern workplaces, especially legislative, health and safety, technological and environmental concerns. The solution delivered by the contractor should be practical as well as elegant.

One significant thing to bear in mind is that around a fifth of all projects, regardless of how they are





developed, will have major defects of some sort. The way that Design and Build projects are set up means that in the majority of cases, the costs to put problems right are absorbed by the contractor, whereas problems associated with traditional projects are more frequently left to clients to resolve.

Finally, if problems do arise, using a Design and Build contractor as a single point of contact means there is usually significantly less scope for contractors to get involved in blaming each other for any defects and overruns that may have occurred. To

put it at its most simple; you'll only have one backside to kick. Getting too involved with what happens outside your direct relationship with your Design and Build partner is a diversion.

The quality of a design is not an intrinsic benefit of any system. That comes down to the talent and experience of individual designers working on the project.

A Design and Build firm is at least as able to employ these skilled individuals as an architectural practice, probably more so.

Working with the right Design and Build partner means that you will achieve exceptional results. You are also far less likely to divide opinion about the merits of your workplace and can sleep at night knowing the people you're working with are focussed exclusively on your own objectives to ensure that the project is completed on time, to budget and to the right standard. In the majority of cases, it's simply a better way of completing a project.

Case Study



The Legal Ombudsman was first established in principle by the Office for Legal Complaints (OLC) under the Legal Services Act 2007 to ensure that users of legal services can go to an independent and impartial Ombudsman to resolve disputes with their legal representative. The creation of this new organisation based in the city centre of Birmingham marks a significant transformation in the administration of legal services and forms a cornerstone of the ongoing programme to reform the provision and regulation of legal

services in England and Wales. The Legal Ombudsman has been fully operational since the turn of this year.

The new organisation was to be established at a headquarters building in the centre of Birmingham at Baskerville House, an art deco Grade II listed building originally completed in 1938 and extended by two floors and renovated in 2007 to provide office space on seven floors with a health club in the basement. Work was completed in early 2007 at an estimated cost of £30 million to create a total of 195,000 sq ft of office space within the building with floorplates of 27,000 sq ft.

The building itself had already won the Commercial Development of the Year award at the Midlands Property Week awards in July 2007 and regional award in the Refurbished/ Recycled Workplace category at the British Council for Offices awards in October 2007.

Claremont Group Interiors were asked to complete the design and fit out of the new offices for occupation in late 2010. Claremont provided a wide range of services at Baskerville House including consultancy, design and fit-out to provide an exceptional working environment for the 380 staff and visitors. The project was to be completed using a Design and

Build methodology to ensure the project would be completed on time and under budget to meet the strict requirements of the Legal Ombudsman.

Post occupancy surveys are already underway, but the Legal Ombudsman have already made significant steps towards meeting their objectives.

It was essential to make the building accessible for the people whom the Legal Ombudsman serves, both those in the legal profession and their own clients. This was to be reflected in the lightness of the interior specification, cultural and physical transparency as demonstrated by the provision of meeting and conference rooms with

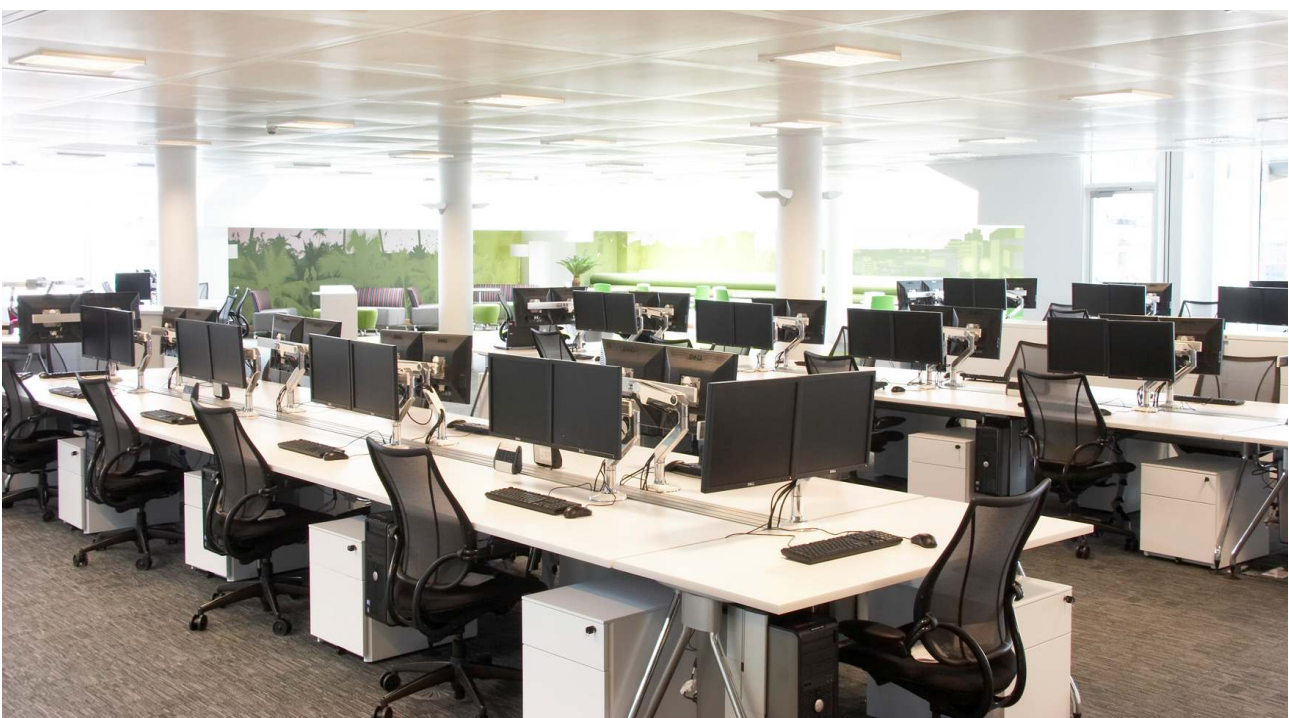
glass partitions and the commitment to open plan working for everybody including the Chief Executive.

The interior design also reflects the contemporary image of the legal profession as well as evoking its sense of place within the city of Birmingham by naming meeting rooms after local celebrities. A city centre location was chosen to make the building accessible for both clients and employees. This is important in terms of its ease of access for the people of England and Wales, but also so that employees can make full use of public transport for their own convenience and to minimise the carbon footprint of the organisation and play a full part in the

wider regeneration of Birmingham City Centre.

To support the development of the collaborative, open culture, there is a phased programme of training. The offices have been installed with a range of audio-visual solutions so that flexible training programmes can be developed in response to changing needs.

The building has already won a BCO Award for its commitment to sustainable refurbishment and recycling. That same commitment has carried through to the occupancy of Legal Ombudsman. As well as encouraging the use of public transport, the building uses chilled beams to cool itself.



While it would be impossible by law for a firm in the legal sector to be entirely paperless, Legal Ombudsman is committed to achieving as much paperless working as it is allowed, as evidenced by the lack of bins at workstations, a remarkable achievement for an organisation in a traditionally paper intensive sector.

Digital signage is installed on both floors to display important information to staff and visitors, making them aware of what is happening around the building and

reducing the need for paper administration and storage. Natural light floods the building thanks to the largely open plan layout, floor-to-ceiling height glazing on meeting rooms and the two internal atria at the core of the building.

The present Government and the previous administration have both been committed to making the best possible use of the public sector property estate, including the adherence to more economical space planning standards, and Baskerville

House has easily met those objectives through the provision of space efficient workstations and the increased use of shared space. Products have been specified that meet the needs of the organisation to project a contemporary image but also to meet a strict budget. Carefully sourced to offer the right balance between meeting the needs for Legal Ombudsman to keep costs down but make maximum impact on visitors and staff and minimum impact on the environment.



The open culture of the organisation is reflected in the way that space has been designed to encourage collaborative working, teamwork and the exchange of ideas and information. The offices now incorporate a number of informal spaces including two internal 'garden' areas and a collaboration zone on each floor. Interdisciplinary communication and informal encounters are encouraged through the provision of shared meeting spaces, break out areas and cafes.

The range of meeting rooms and conference areas ensure that there is the correct balance between openness and confidentiality.





About Claremont

Claremont Group Interiors is one of the UK's leading and most innovative providers of commercial interior design and contracting services.

Claremont offers a complete range of interior design and interior contracting solutions for commercial and office interiors and buildings projects.

Claremont's services include office space planning, workplace analysis and office interior design, to office fit-out

and refurbishment, furniture supply and installation, office relocation, construction and the implementation of audiovisual and multimedia technology.

Whatever your office design and interior requirements, Claremont are able to help you maximise the potential of your workspace and to fully realise that it's what's inside that counts.

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