

## + Triton Square redevelopment

London, United Kingdom



### The What

We successfully delivered a newly refurbished headquarters for Santander Group in London, United Kingdom.

### Overview

- The Santander Triton Square London headquarters refurbishment was negotiated as an extension of a successful collaboration between the Bank and Osborne+Co, on the new Milton Keynes Unity Place development
- Based on the experience in Unity Place, we were invited to propose a model which would leverage the relationship and the Unity Place supply chain to the benefit of the Bank in their requirements for their existing building in London
- Successful delivery of the project working within a live building with existing occupation and maintaining operations
- 90-day Indemnity Agreement to fast-track design and delivery while finalising GMP and contract



NEWLY REFURBISHED  
HEADQUARTERS



15-MONTH FULL  
TURNKEY DELIVERY



130,000 FT<sup>2</sup>



£27M

## Background

Santander Group identified a requirement to refurbish and fit out their Head Office, 2 Triton Square, London NW1 3AN, via a turnkey solution with a Guaranteed Maximum Price and an expedient timeframe while maintaining occupation and operation of the existing business and staff within the building.

Working with Santander required a partner with expertise in all aspects of the property construction process and who would take full responsibility for:

- Employing a design team of Architects, Engineers, and associated disciplines to design the interior fit out of the existing building, meeting or enhancing the specification of Santander
- Achieving all relevant consents as may be required for the development
- Carry out duties in accordance with current Construction (Design and Management) Regulations as Principal Designer/Contractor
- Procuring and managing the construction refurbishment works and assuming associated cost and programme risks while maintaining a secure, safe and uninterrupted working environment for its occupiers
- Developing a robust programme for the construction works with control of workforce migration after completion

## Property Overview

The property was built in 2001 and is a seven-storey concrete framed building with glazed curtain walling, pre-finished metal and granite rain screen cladding.

Metal and glazed Brise Soleil panels are fixed to a steel framed structure to the front and left-hand elevations of the building.

Internally the property consists of a basement, ground and six upper floors, all of which have similar features. It also consists of large open plan offices with raised access flooring, tiled carpet covering, suspended aluminium ceiling grids, glazed partitions, plastered walls and staff breakout areas.

Most of the plant and equipment are located within a large plant room on the seventh level.





## The project requirements

The project consists of refurbishing / fitting out 2 Triton Square London to a mid to high-specification office, creating an environment that will meet the flexible needs of a modern workforce; including:

- The creation of office space from 2nd to 6th floors inclusive, totalling 130,000 sq ft
- The creation of an Executive Suite on the 6th Floor
- Santander Group entities on floors two to six
- Relocation of traders from floor one to five
- Provision for a potential further phase of refurbishment on 1st and Ground Floor
- Provision of Shower and changing facility within the existing basement
- Upgrading and replacement works to end-of-life central plant and equipment
- Refurbishment and overhaul of lift installations

The proposals required a full turnkey delivery with the only client works to be carried out by Santander directly to be:

- IT & AV hardware
- Vending machines
- Move management

## Phasing

Santander Group required that the building would remain occupied for the duration of the works, so a phasing plan was proposed for carrying out the works in 3 individual phases.

With the building remaining occupied on the Ground, first and second floors, staff from the upper floors were grouped on the fifth floor and used during the initial fit-out phase.

Santander Executives were relocated to the ground floor before the main project works commenced – access was maintained to the sixth floor Boardroom on predetermined dates when operations in the vicinity of the boardroom were required to be suspended.

Critical Trading operations on the first and second floors continued uninterrupted throughout the initial phases of the project and during the commissioning phase of the new Trading floor.

Due to the nature of the occupied building, it was essential to successfully mitigate the impact with no disruption to ongoing business operations of works on occupied floors, particularly noisy operations.









## The Osborne+Co proposal

Our proposal was to lead the refurbishment of Triton Square, ensuring this challenging project would make Santander Group's and Santander UK's London home fit for purpose and deliver the newly created workspace that aligns with their future regional requirements.

As an alternative to the conventional way of delivering a project of this nature, we have capitalised on the successful and mature Unity Place professional team and fully engaged the skills and supply chain of the Unity Place project. In doing so, creating the shortest reliable delivery programme as well as the most economical outcome for the project scope.

Taking all of the supply chain and consultants under the Osborne+Co umbrella and becoming Santander's single point of contact, we worked closely with them openly and transparently. The framework of cost and time certainty was set within an initial indemnity agreement period of 90 days to provide an immediate commencement of design and procurement, similar to the process which had been successfully implemented at Unity Place.

We navigated significant challenges to optimise the outcome for Santander and significant risks that needed to be appreciated and managed while delivering this project in a live environment. Moving the trading operation seamlessly without any risk of downtime to the business requires enormous attention to detail.

## Professional team

We mobilised immediately by aligning our team with Santander's from day one.

Successful delivery of this project depended first and foremost on the experience, behaviours and performance of the design and delivery teams. The team, group of individuals and companies benefited from several years of experience working together as an integrated and cohesive unit. More importantly, the team had worked closely with Santander during the delivery of Unity Place. All of the members of the team care deeply about Santander's business and reputation. Our delivery proposal meant there was no learning curve, either in working together or with Santander. All interests and approaches were fully aligned from day one.

## Procurement, programme, and contract

We aligned our approach to procurement at Unity Place to be responsible for the end-to-end procurement of all packages. Complete alignment with Santander's process meant we were always closely aligned with Santander's expectations.

Creating a commonality between products and systems between Unity Place and Triton Square allowed Santander to reduce future operational expenditures.

## We delivered the project in no longer than 15 months from instruction to proceed.

The programme met a start date for detailed briefing and design of July 2021 and full completion by 2022. We developed the programme and methodology in partnership with the design team and the key package contractors. However, the programme did not jeopardise live business operations through acceleration.





### Putting in place an indemnity agreement similar to Unity Place allowed an immediate start

Instigating a 90-day cost indemnity agreement allowed design and strip out to commence immediately. This obliged Santander to commit to a pre-agreed maximum to fund scope in this period. This allowed time to place detailed contracts with all design and construction supply chain members. The programme in our proposal established the completion of full surveys, Stage 3 design for all disciplines, and the full site and logistics establishment. In addition, during this phase, we undertook the selection and book manufacturing of long-lead items such as fan-coil units. This phase concluded with a finalised cost and procurement plan for the project.

We have fully leveraged the mutual supply chain by leveraging the Unity Place contractor supply chain to the maximum extent possible and appropriately created the most economical outcome for Santander. Effectively the Triton Square project availed of the highly competitive rates being achieved through the Unity Place procurement process for all the main packages. In particular, we reached MEPF and extended pricing rates on all FF&E and joinery. Enhanced purchasing power for other vital components such as carpet, ceilings and system partitioning whilst negotiated and awarded on Unity Place had rates extended for Triton Square. In the unprecedented times experienced during COVID and Brexit, leverage of the Unity Place supply chain also provided benefits of speed to market. It unlocked overall savings to the capital budget compared to delivery more conventionally.

### Approach and Risk Management

We understand and have significant experience working in live environments.

We clearly understood the critical requirement to ensure no trading and administrative operations disruptions. We successfully implemented a full risk mitigation plan to ensure zero tolerance for disruption.

The first action of the project was to carry out a detailed survey and risk assessments on all critical systems that support vital business operations. This then put in place a comprehensive plan to ensure clear demarcation of responsibility for project and maintenance activities throughout the programme. An acute focus plan to ensure the operation of the existing boardroom was protected at all times.

### Partnership with Santander facilities management team crucial to avoid disruption and to minimise future OPEX.

We achieved close working groups and communications by eliminating the partisanship and barriers that generally arise between the FM and Project teams on these types of projects. The project team and FM teams were closely located in the building throughout.









### Osborne+Co took real ownership throughout the delivery process

We believed that Santander's overarching objective was to select the optimum delivery partner and a team with the right experience and approach to take true ownership of the full spectrum of challenges and opportunities this project presents.

Demonstrating the team's actions and behaviours on Unity Place of taking true ownership, the responsibilities and reputational risks for us and our project team were significant and not considered lightly. By utilising a ready-to-go, highly experienced team and crucially a team that can deliver a full conviction in the programme and Total Guaranteed Maximum Price that were presented in successfully achieving the project outcomes.

### Critical Factors For Success

- A unique approach to a 90-day Indemnity Period allowed design and procurement to immediately commence while agreeing guaranteed maximum price, time and contract
- Appointment of a professional team and supply chain to leverage the existing development team on Unity Place
- Collaborative approach to design and issue management through regular dialogue and meetings with Santander teams at both country and Group level
- Appointment of dedicated consultant for coordination of works with the Bank's IT and AV department
- Early confirmation and sign-off of the fit-out design resulting in early procurement of long lead items
- Early appointment to the consultancy team for key roles such as Testing and Commissioning Engineers
- Immediate mobilisation of in-house delivery management team with a demonstrable track record of working in live business operation refurbishment projects

