

Stratford Waterfront Cultural and Education Development – Vertical Circulation Industry Day

5th April 2019

London Legacy Development Corporation, Rooms 1-3

MP002-SW02-XX-XX-J-PRE-XXXX-0014-0006 Rev P01



AGENDA

- 13:00-13:15 (15 mins) Arrival and Registration
- 13:15-13:30 (15 mins) Colin Naish - East Bank Overview
- 13:30-13:45 (15 min) [REDACTED] - Project Delivery, MPS Structure and Mace's Role
- 13:45-14:05 (20mins) [REDACTED] - Scope and Construction Methodology
- 14:05-14:25 (20mins) [REDACTED] – Procurement Overview OJEU/Form of Contract
- 14:25-14:45 (20mins) Q&As

East Bank Overview

Colin Naish – LLDC Executive
Director of Construction

05 April, 2019



OUR MISSION

*“ To use the **once-in-a-lifetime** opportunity of the London 2012 Games and the creation of the Queen Elizabeth Olympic Park to develop a dynamic new **heart** for east London, creating **opportunities** for local people and driving **innovation and growth** in London and the UK ”*

PARTNERS & STAKEHOLDERS



ual: london college of fashion



DELIVERY TEAM



Allies and Morrison

EAST BANK – STRATEGIC OBJECTIVES

1	Redefine Stratford's place in London's economy as a new metropolitan centre for the capital
2	Create access to opportunities for sporting, cultural and civic participation by international, national and local visitors
3	Boost economic growth nationally
4	Enhance education and skills attainment levels
5	Raise local aspirations and improve external perceptions of east London
6	Create sustainable local jobs and help people from east London access jobs elsewhere

SUPPORT & MOMENTUM BEHIND THE EAST BANK PROJECT

- Agreements for Lease are signed for UCL, UAL, Sadler's Wells, BBC and V&A
- HMT Full Business Case has been approved and GLA funding in place
- Public commitment from Mayor and HMG
- Project Delivery Partner procured and resourced to deliver project
- Full Design Team appointed and design Stage 4 underway
- Planning Application submitted, with determination in May 2019
- Enabling works underway on site
- Tower Cranes, Substructure and Bridge package contractors appointed
- Common Site Services, Temporary Services and Frame package procurements underway

Project Delivery, MPS and Mace Role

[REDACTED] – Mace
Commercial Director

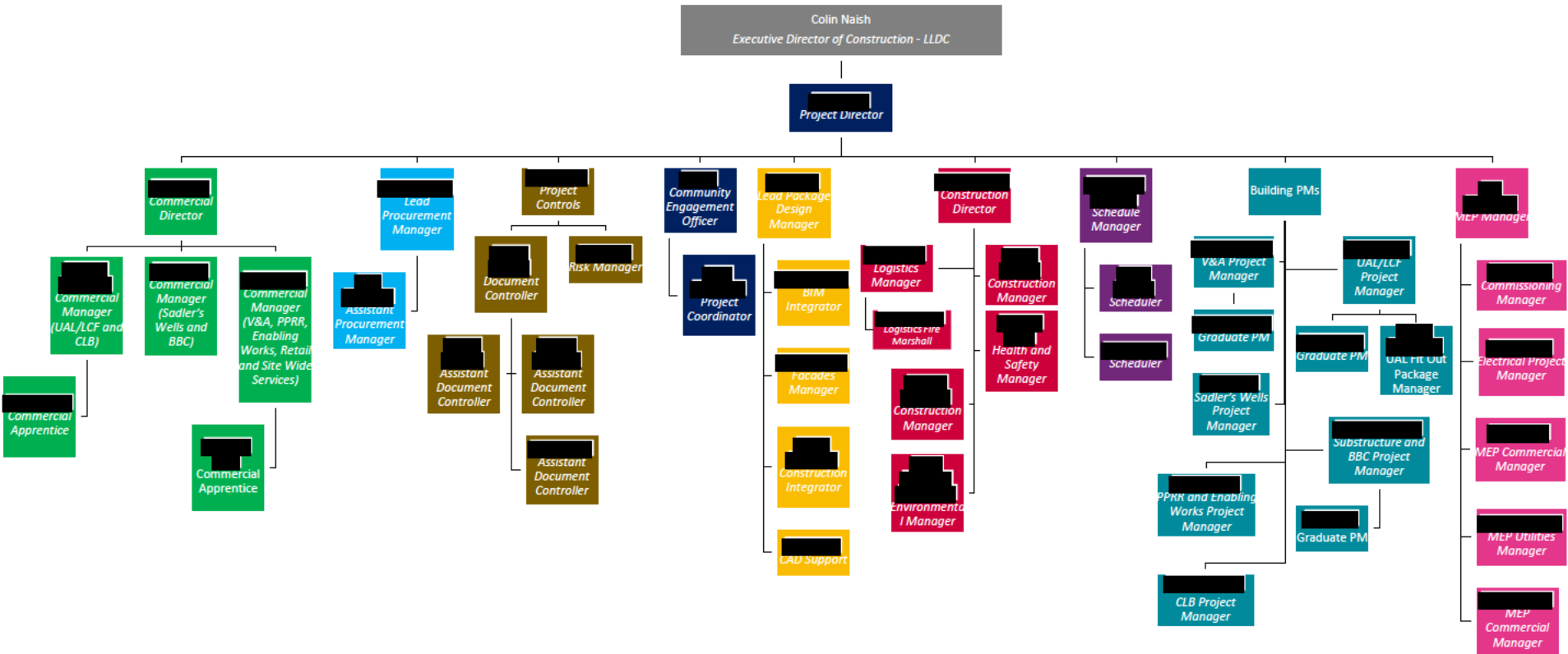
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MACE SCOPE – PROJECT MANAGEMENT “PLUS”



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PROJECT DELIVERY STRATEGY



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MPS SERVICES – WHY MPS?

MPS is a hybrid of Construction Management (CM), larger packages and a lesser number of traditional trade packages.

- We demonstrate scope gap reduction by dissecting each package into a comprehensive scope and works information.
- We cross-check each package with associated buildings or packages.
- We ensure through the additional procurement periods afforded by the MPS route that we engage with the design team and hold scope gap workshops to cross-check each package.
- We have a greater understanding of which package is better designed through Stage 4 with a Trade contractor.
- We have earlier understanding of the package cost plans which contribute to the construction cost for each building.
- Through dissecting each package and having package cost plans, we can identify earlier in the process where we can reallocate a package within a package or increase the required number of packages.

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PACKAGE SPLIT

Stratford Waterfront - MPS Proposed Package Split							
MP001-SW02-XX-XX-J-MAT-XXXX-0014-0001 Rev P04					14 January 2019		
Package	UAL	V&A	BBC	Sadlers Wells	Public Realm	CLB	
Enabling Works	One Package						
Common Site Logistics	One Package						
Temporary Services	One Package						
Site Accommodation	One Package						
Tower Cranes	One Package						
Carpenters Land Bridge (CLB)	N/A	N/A	N/A	N/A	N/A	One Package	
Substructure	One Package						
Frame	One Package	One Package	One Package		N/A	N/A	
Envelope - Precast	One Package			N/A	N/A	N/A	
Envelope - Glazing/Metal Cladding	One Package	One Package				N/A	N/A
Envelope - Brickwork	N/A	N/A	N/A	One Package		N/A	N/A
Envelope - Roof	With Frame	One Package			N/A	N/A	
MEP	One Package	One Package	One Package		N/A	N/A	
Vertical Circulation	One Package					N/A	
Fit Out (Landlord)	One Package				N/A	N/A	
Fit Out (Tenant)	One Package	By V&A	By BBC			N/A	N/A
FFE	By UAL	By V&A	By BBC	By Sadlers Wells	N/A	N/A	
Public Realm	N/A	N/A	N/A	N/A	One Package	N/A	
Auditorium Seating	N/A	N/A	N/A	One Package	N/A	N/A	
Stage Engineering	N/A	N/A	N/A	One Package	N/A	N/A	
Stage Lighting & AV	N/A	N/A	N/A	One Package	N/A	N/A	
					25 Packages		

MACE INTERFACE



Vertical Circulation Overview

 – Mace
MEP Lead

05 April 2019



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Agenda

- **Site Location**
- **Site Services**
- **Vertical Circulation Procurement Package**
- **Design**
- **Interfaces**
- **Care and Protection**
- **Programme**
- **V&A**
- **UAL (LCF)**
- **BBC**
- **SW's**
- **PPRR**
- **Finishes**
- **Prefabrication**
- **Commissioning Strategy**
- **Questions?**

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Site Location



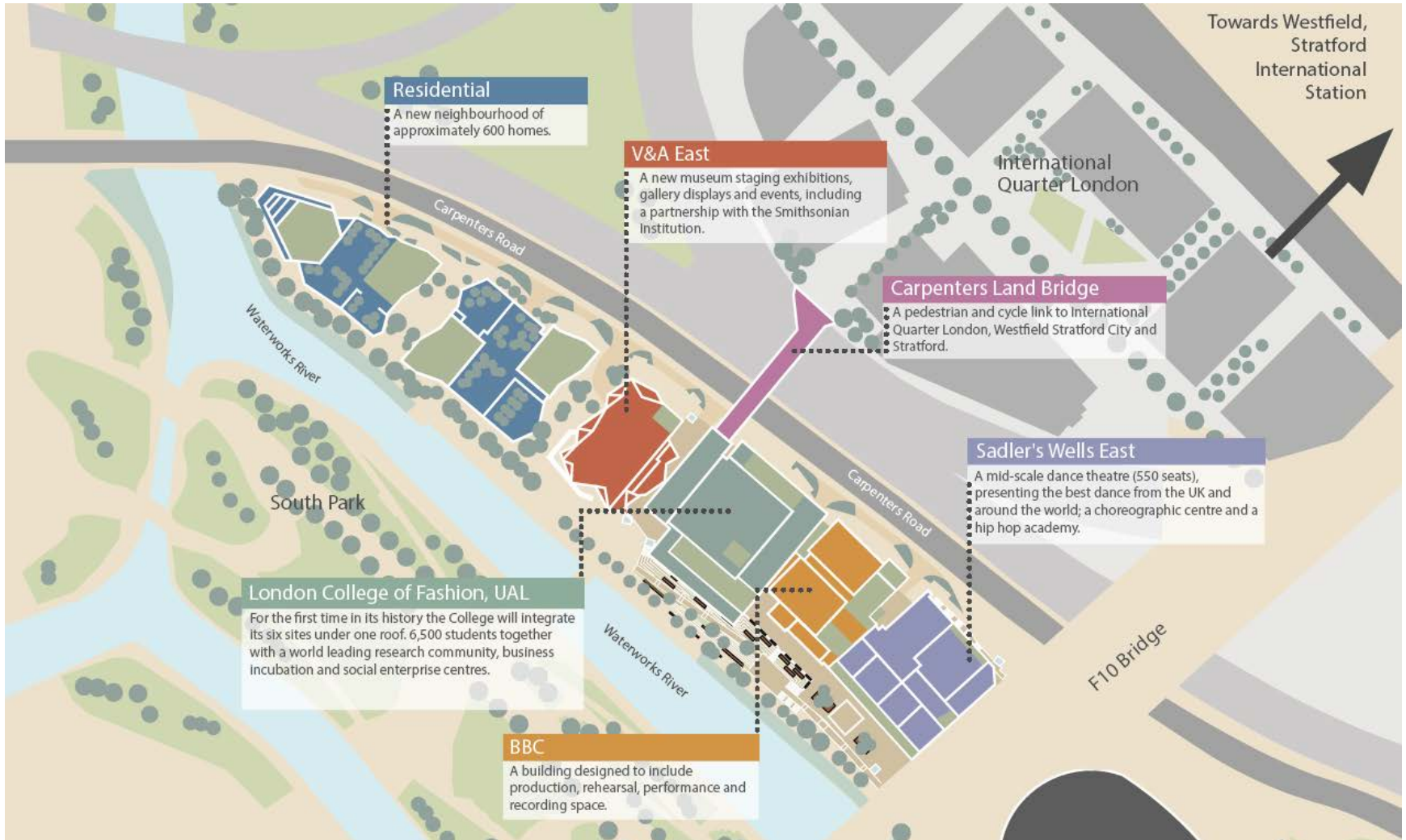
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Site Location



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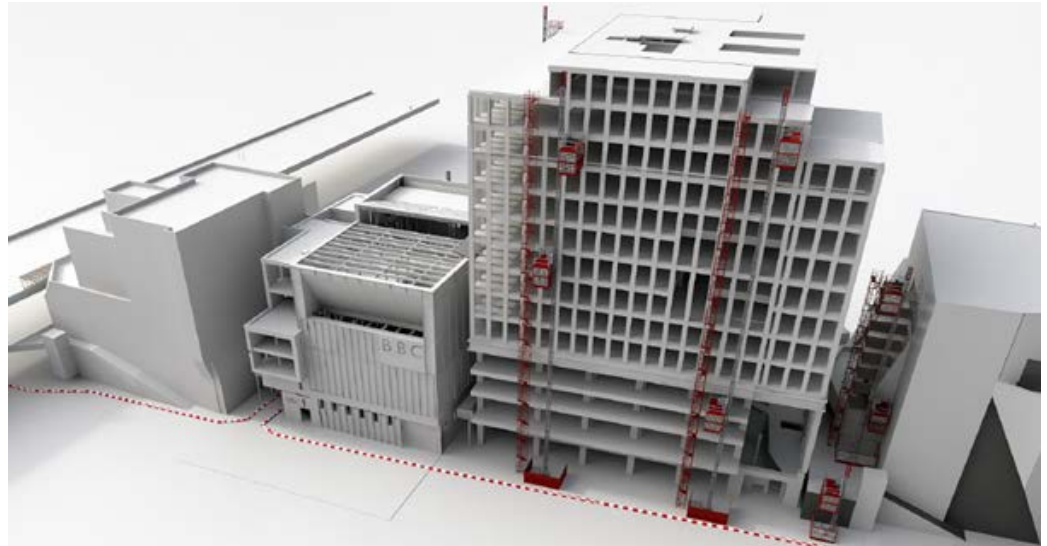
Site Layout



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Site Services

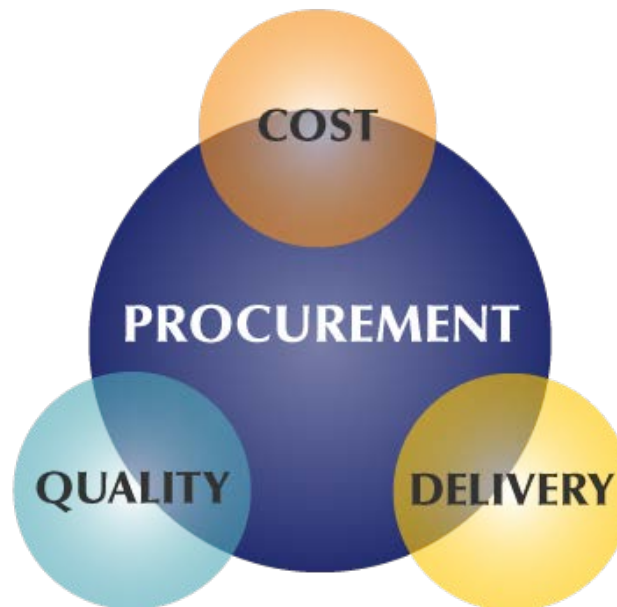
- Mace act as Principal Contractor
- Common site services centralised through Mace
 - Tower cranes
 - External hoists and access
 - Welfare
 - Logistics Management
 - Waste Management



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Vertical Circulation Procurement Package

- One Lift Package for all Buildings
 - V&A East
 - UAL (LCF)
 - BBC
 - Sadler's Wells
 - PPRR



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Design

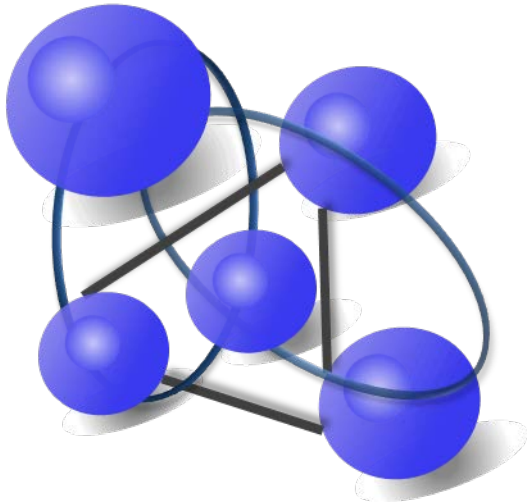
- RIBA Stage 4 / BISRIA BG6 by Employer
 - Allies & Morrison
 - ODT
 - Buro Happold
 - TUV SUD
- Full Design Development (Stage 5) by Contractor
- Utilise BIM throughout



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Interfaces

- Collaborative Design & Installation
- All Lift Interfaces to be Included (MEP / Data / CCTV / Fire / Etc.)
- Beneficial Use



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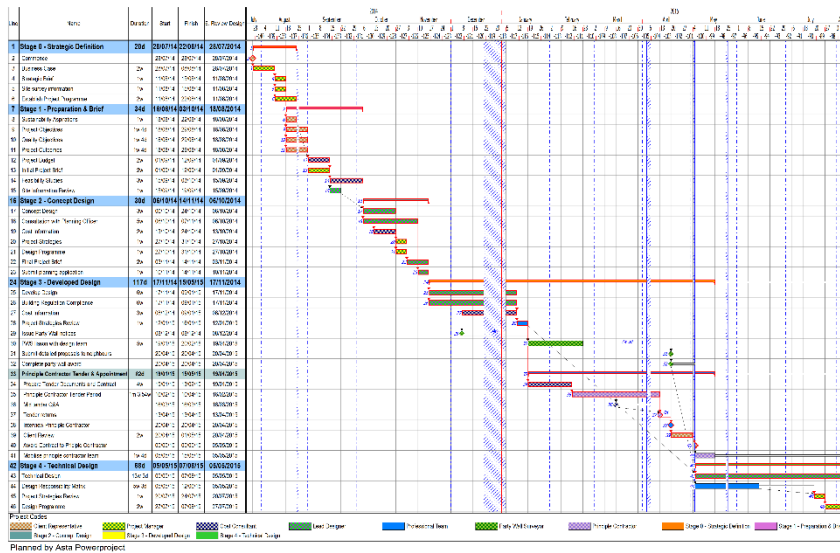
Care & Protection

- Respect of others Works and Working environment
- Protection following Installation During Commissioning
- Protection to Contract Completion
- Contractor Plan
- Contractor Responsibility

PROTECT IT!

Vertical Circulation Industry Day Programme

- SQ Launch 07.05.19
- ITT Launch – 23.07.19
- Contract Award – 06.01.20
- Package Completion – February 2022



Vertical Circulation Industry Day

V&A East - Overview

- circa 6,815m² GIFA
- 9No. Levels
- Vertical Circulation circa £1.27M
- Start on Site – July 2020
- Construct / Commission – 24 Weeks
- VC Completion – January 2021



Vertical Circulation Industry Day

V&A East - Overview

- 3No. 17 Person Passenger Lifts (5No. Levels)
- 1No. 5,000kg Passenger / Goods Lift (5No. Levels)
- 1No. 24 Person Fire-Fighting Lift (6No. Levels)
- 1No. 8 Persons Staff Lift (2No. Levels)
- 1No. 10,650kg “Art” Lift (5No. Levels)
- 1No. 300 kg Kitchen Hoist (2No. Levels) Doors opening 2 sides

Vertical Circulation Industry Day

UAL - London College of Fashion

- circa 38,080m² GIFA
- 16No. Levels
- Vertical Circulation circa £2.09M
- Start on Site – February 2021
- Construct / Commission – 48 Weeks
- VC Completion – January 2022



Vertical Circulation Industry Day

UAL - London College of Fashion

- 5No. 21 Person Passenger Lifts (15No. Levels)
- 1No. 33 Person Passenger / Goods Lift (17No. Levels)
- 2No. 21 Person Fire-Fighting Lift (16No. Levels)
- 1No. 13 Person Public Passenger Lift (5No. Levels)

Vertical Circulation Industry Day

BBC Concert Studio's

- circa 8,475m² GIFA
- 10No. Levels
- Vertical Circulation circa £0.9M
- Start on Site – January 2021
- Construct / Commission – 32 Weeks
- VC Completion – November 2021



Vertical Circulation Industry Day

BBC Concert Studio's

- 1No. 3,800kg 54 Person Piano / Evacuation Lift (7No. Levels)
- 1No. 4,500kg 60 Piano Lift (8No. Levels)
- 1No. 13 Person Fire-Fighting Lift (7No. Levels)

Vertical Circulation Industry Day

Sadler's Wells

- circa 8,322m² GIFA
- 9No. Levels
- Vertical Circulation circa £0.69M
- Start on Site – January 2021
- Construct / Commission – 36 Weeks
- VC Completion – November 2021



Vertical Circulation Industry Day

Sadler's Wells

- 1No. 24 Person Passenger / Evacuation Lift (6No. Levels)
- 1No. 17 Person Passenger / Evacuation Lift (9No. Levels)
- 1No. 3,500kg Goods / Passenger Lift (7No. Levels)
- 1No. 13 Person Kitchen Lift (2No. Levels)

Vertical Circulation Industry Day

Podium, Public Realm & Retail (PPRR)

- All External Services including Estate Road
- 2No. Levels
- Vertical Circulation circa £0.97M
- Start on Site – November 2021
- Construct / Commission – 16 Weeks
- VC Completion – February 2022



Vertical Circulation Industry Day

Podium, Public Realm & Retail (PPRR)

- 3No. 33 Person Vandal Resistant Passenger Lifts (2No. Levels)
- 2No. 26 Person Vandal Resistant Passenger Lifts (2No. Levels)

Vertical Circulation Industry Day Finishes

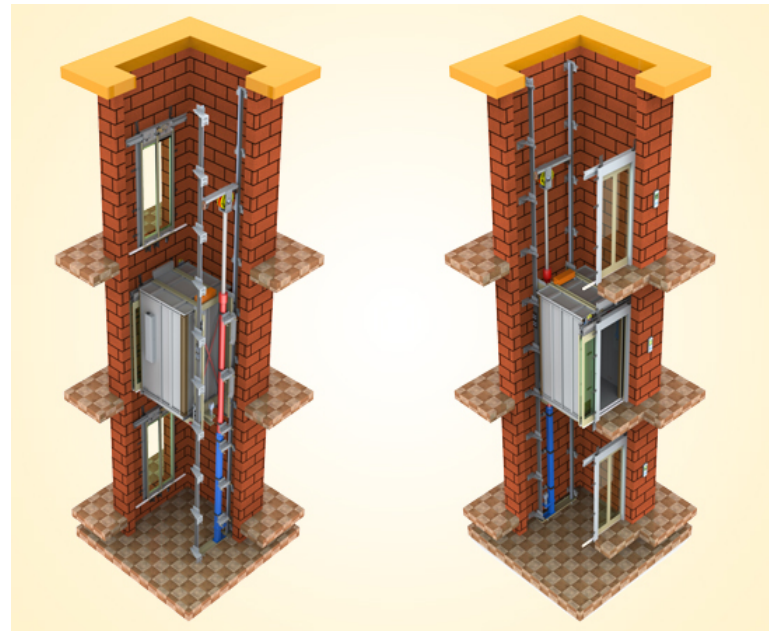
- Standard Manufacturer's Finishes
- Floor Finishes – Some Within Fit-Out



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Pre-Fabrication

- Maximise Opportunities
- Lead-in (Design and Manufacture) Obligation to Comply with Strategy



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Commissioning Strategy

- Importance of Detailed and Integrated Commissioning
- All buildings Autonomous
- Management (Key)
- Team Work
- Strategy & Plan Validation
- Process (Atkins)



QUESTIONS?

Procurement

[REDACTED] - LLDC
Procurement Lead

05 April, 2019



AGENDA

We will set out:

- Procurement context
- Procurement programme
- The procurement process
- The key characteristics of the contract
- Tips on submissions
- How to take part in the competitions

CONTEXT

- Currently 25 works packages in total
- 4 works contracts already awarded
- 11 works contract live procurements
- 1 Lift package

CONTRACT OPPORTUNITIES - Programme

Contract	Approx Value	SQ Launch (Contract Notice)	ITT Launch	Contract Award	Start on Site
Vertical Circulation	£5.9M	07-May-19	23-July-19	06-Jan-20	01-Jul-20

Minimum turnover requirement: Vertical Circulation Package- £12M per annum

PROCUREMENT PROCESS

- Public Contract Regulations 2015 Competitive Procedure with Negotiation will be followed:
 1. Pre-qualification (Selection Questionnaire)
 2. Invitation to Tender
 - Initial Tenders
 - Qualifications / Clarifications
 - Final Tender
 3. Contract Award

PROCUREMENT PROCESS

- The following information will be issued with the Selection Questionnaire:
 - Draft Contract Terms and Contract Data
 - Draft Works Information
 - Site Information
 - SQ Evaluation Criteria
 - Draft ITT Evaluation Criteria
- At ITT Stage the full contract, works information and site information will be provided along with everything needed to take part in the tendering process

CONTRACT HEADLINES

- Contract Roles (NEC3)
 - Employer – London Legacy Development Corporation
 - Project Manager – Mace
 - Supervisor – Atkins

CONTRACT HEADLINES

- Form of Contract – NEC3 ECC Option A with bespoke amendments
- The Contractor will provide collateral warranties to Partners and directly affected third-parties
- Key subcontractors will provide collateral warranties to the Employer
- A form of Subcontract flowing down the provisions will be provided
 - If a different form is used the Employer will need to approve

CONTRACT HEADLINES

Interfacing Others

- The site access dates are stated in Contract Data and the Works Information states windows for these
- Mace will coordinate the contractors
- The Contractor coordinates with the Interfacing Others stated in the Works Information (including verifying the preceding works are suitable)
- To facilitate co-ordination the Contractor achieves the conditions stated in Contract Data on the Key Dates

CONTRACT HEADLINES

- Insurance
 - The Employer is providing an owner controlled insurance policy (OCIP) for the project which covers contractors and subcontractors for:
 - Construction All Risks and
 - Public Liability insurance
 - The policy summary will be attached to the Contract Data.
 - The Contractor is responsible for excesses for claims under the OCIP and provides Professional Indemnity, Employer's Liability and Contractors' Equipment Loss cover

CONTRACT HEADLINES

- Pricing and Payment
 - The currency of the contract is GBP
 - The contract allows for payment for materials off-site if appropriate
 - There is no retention percentage, instead an amount will be withheld which equates to the estimated cost of rectifying the defects notified at completion.

CONTRACT HEADLINES

- Completion
 - The Project Manager certifies Completion when all the works included in the Works Information are complete
 - The Care and Protection Period runs from Completion until the LLDC works for each building are complete
 - Contractor's obligations during the care and Protection Period are set-out in the Works Information
 - The Defects Date is 1 year after LLDC works for each building are complete (Project Completion)
 - An estimated date for Project Completion is stated in Contract Data

Selection Questionnaire Guidance

Management of Frame and Roof Works	Guidance Notes
<p>With respect to the case study, provide details of the Applicant's approach to the management of frame and roof works, including,</p> <ol style="list-style-type: none">1) the delivery of high-standard design and construction quality standards;2) programme management and your track record in meeting the programme;3) value management, value engineering and the response to any budgetary constraints; and the Applicant's approach to achieving acceptance by the client;4) Health, Safety and Wellbeing performance;5) environmental and sustainability performance.	<p>The response should</p> <ol style="list-style-type: none">1) demonstrate how high levels of specification were incorporated, to ensure robustness and quality workmanship;2) demonstrate a clear approach to the management of the programme and how any delays were mitigated;3) demonstrate a robust approach to the management of project costs and realising value management opportunities whilst maintaining the Employer's high-design requirements;4) demonstrate a strong approach to H, S & W performance and any particular challenges in this area that were overcome on the case study project;5) demonstrate exemplar performance on environmental and sustainability issues and any particular challenges in this area that were overcome on the case study project.

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Selection Questionnaire Guidance

Unsatisfactory (0%)	Very Low Confidence (20%)	Low Confidence (35%)	Moderate Confidence (50%)	Good Confidence (65%)	Very Good Confidence (85%)	Excellent Confidence (100%)
No response provided or the response received is wholly unsatisfactory response.	The response demonstrates a very poor approach and gives a very low degree of confidence in the Applicant's capability to deliver.	The response demonstrates a poor approach and gives a low degree of confidence in the Applicant's capability to deliver.	The response demonstrates an adequate approach and gives a moderate degree of confidence in the Applicant's capability to deliver.	The response demonstrates a good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates a very good approach and gives a high degree of confidence in the Applicant's capability to deliver.	The response demonstrates an excellent approach and gives a very high degree of confidence in the Applicant's capability to deliver.

PROCUREMENT PROCESS

- The opportunity be published on the OJEU website:

<http://simap.europa.eu/enotices/>

- This will direct you to the LLDC procurement website for the opportunity:

<https://award.bravosolution.co.uk/londonlegacy>

- A link will be sent to all attendees when the opportunity is published on the OJEU website (SIMAP).
- General queries can be issued to: Procurement@LondonLegacy.co.uk
- Once the SQ goes live, all queries are to be managed in the procurement portal Award. *Don't be afraid to ask questions!*

Industry Day Questionnaire

- A questionnaire will be circulated on Award to help us refine our strategy and gain market intelligence.
- A copy of this presentation will also be shared via Award.

QUESTIONS and ANSWERS