

Programme: BSc Built Environment Portfolio
Module: Procurement & Project Management
Module Code: M5X01876
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Assignment Title: Procurement Method & Project Development
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Strategic Definition

Business Case & Strategic Brief

Appointed by Rosko Pension Group to undertake a study of the proposed new private hospital project making recommendations in relation to the following –

- Procurement Method
- Project team structure, organisation and control including expenditure logistics
- Pre-Construction stages including BIM & BREEAM
- Key resources required including staff and specialist consultants

All of the above points will be highlighted throughout the report and within the RIBA plan of works.

RIBA Plan of Works

The RIBA Plan of Work 2013 organises the process of briefing, designing, constructing, maintaining, operating and using building projects into a number of key stages. The content of stages may vary or overlap to suit specific project requirements. The RIBA Plan of Work 2013 should be used only as guidance for the preparation of detailed professional service contracts and building contracts.

www.ribaplanofwork.com

	0 Strategic Definition	1 Preparation and Brief	2 Concept Design	3 Developed Design	4 Technical Design	5 Construction	6 Handover and Close Out	7 In Use
Core Objectives	Identify client's Business Case and Strategic Brief and other core project requirements.	Create Project Objectives, including Quality Objectives and Project Outcomes. Sustainability Aspirations, Project Budget, other parameters for sustainability and develop Initial Project Brief. Undertake Feasibility Studies and assess of Site Information.	Prepare Concept Design, including outline proposals for structural design, building services systems, outline specifications and preliminary Cost Information along with relevant Project Strategies in accordance with Design Programme. Agree alterations to brief and issue Final Project Brief.	Prepare Developed Design, including coordinated and updated proposals for structural design, building services systems, outline specifications, Cost Information and Project Strategies in accordance with Design Programme.	Prepare Technical Design in accordance with Design Responsibility Matrix and Project Strategies to include architectural, structural and building services information, specialist subcontractor design and specifications, in accordance with Design Programme.	Offsite manufacturing and onsite Construction in accordance with Construction Programme and resolution of Design Queries from site as they arise.	Handover of building and conclusion of Building Contract.	Undertake In Use services in accordance with Schedule of Services.
Procurement Variable task bar	Initial considerations for assembling the project team.	Prepare Project Rules Table and Contractual Tree and continue assembling the project team.	The procurement strategy does not fundamentally alter the progression of the design or the level of detail prepared at a given stage. However, Information Exchanges will vary depending on the strategy, procurement route and Building Contract. A bespoke RIBA Plan of Work 2013 will suit out the specific tendering and procurement activities that will occur at each stage in relation to the chosen procurement route.			Administration of Building Contract, including regular site inspections and review of progress.	Conclude administration of Building Contract.	
Programme Variable task bar	Establish Project Programme.	Review Project Programme.	Review Project Programme.	The procurement route may dictate the Project Programme and may result in certain stages overlapping or being undertaken concurrently. A bespoke RIBA Plan of Work 2013 will clarify the design workflow. The Project Programme will set out the specific stage dates and detailed programme durations.				
(Town) Planning Variable task bar	Pre-application discussions.	Pre-application discussions.	Planning applications are typically made using the Stage 3 output. A bespoke RIBA Plan of Work 2013 will clarify when the planning application is to be made.					
Suggested Key Support Tasks	Review Feedback from previous projects.	Prepare Handover Strategy and Risk Assessments. Agree Schedule of Services, Design Responsibility Matrix and Information Exchanges and prepare Project Execution Plan including Technology and Communication Strategies and consideration of Common Standards to be used.	Prepare Sustainability Strategy, Maintenance and Operational Strategy and review Handover Strategy and Risk Assessments. Undertake third party consultations as required and any Research and Development activity. Review and update Project Execution Plan. Consider Construction Strategy, including offsite fabrication, and develop Health and Safety Strategy.	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments. Undertake third party consultations as required and any other third party submissions requiring consent. Review and update Project Execution Plan, including Change Control Procedures. Review and update Construction Strategy including sequencing, and update Health and Safety Strategy.	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments. Prepare and submit Building Regulations submission and any other third party submissions requiring consent. Review and update Project Execution Plan. Review Construction Strategy including sequencing, and update Health and Safety Strategy.	Review and update Sustainability Strategy and implement Handover Strategy including agreement of information required for commissioning, testing, handover, asset management, future monitoring and maintenance and ongoing compliance of the constructed information. Update Construction and Health and Safety Strategies.	Carry out activities listed in Handover Strategy including Feedback for use during the future life of the building or on future projects. Updating of Project Information as required.	Conclude activities listed in Handover Strategy including Post occupancy Evaluation, review of Project Performance, Project Outcomes and Research and Development aspects. Updating of Project Information, as required, in response to ongoing client Feedback until the end of the building's life.
Sustainability Checkpoints	Sustainability Checkpoint – 0	Sustainability Checkpoint – 1	Sustainability Checkpoint – 2	Sustainability Checkpoint – 3	Sustainability Checkpoint – 4	Sustainability Checkpoint – 5	Sustainability Checkpoint – 6	Sustainability Checkpoint – 7
Information Exchanges (at stage completion)	Strategic Brief.	Initial Project Brief.	Concept Design including outline structural and building services design, associated Project Strategies, preliminary Cost Information and Final Project Brief.	Developed Design, including the coordinated architectural, structural and building services design and updated Cost Information.	Completed Technical Design of the project.	As constructed information.	Updated As constructed information.	As constructed information updated in response to ongoing client Feedback and operational developments.
UK Government Information Exchanges	Not required.	Required.	Required.	Required.	Not required.	Not required.	Required.	As required.

*Variable task bar – In creating a bespoke project or practice specific RIBA Plan of Work 2013, the stages and tasks can be selected from a number of options.

© RIBA

RIBA Plan of Work 2013 (RIBA, 2017)

Desired Outcome

Rosko Pension Group have conducted extensive research into this kind of hospital and have found it to be in high demand. The investment of the their members funds into such a project will be intended solely for the purpose of making a profit when disposing of the hospital following its completion.

Preparation & Brief

Project Objectives & Outcomes

'Identification of client's needs and objectives, business case, sustainability, life cycle and Facilities Management aspirations and possible constraints to development.' (Architecture.com, 2012)

BREAAM

Client targets in regard to BREEAM performance to be agreed with the client and advised by the project team and the procured external consultancies to advise on what BREEAM targets can be achieved, those targets the client wishes to meet and the methods and detail in meeting them. A BREEAM advisory panel is formed of the client, client project manager, architect and BREEAM Consultancy.

Factors to assess during BREEAM advisory panel include –

Travel Plan (including Transport Assessment)

Assess current travel and transport arrangements, potential to improve them as part of the development and during the construction process.

Sustainable Transport Measures

Local authority input into their strategy in relation to sustainable transport measures and the options available to incorporating the strategy into this project. Examples of this could be accessible pedestrian routes or cycle networks.

Construction Products, Material & Efficiency

An opportunity for the client to outline the scale of the project within the site boundary, discuss and agree on the functionality and technical requirements of the end product and the general aesthetics and visual impact of the building. Ensure sustainable and responsible procurement of construction products for key building elements of the project. This gives the client and architect opportunity to 'specify' products that need to be incorporated into any tender documentation.

Ecology Report

Initial ecology survey to be carried out with the evaluation of the risks found to be incorporated into project plan as to minimize disruption to the ecological value.

'Clients choose BREEAM certification because it helps them deliver and validate the sustainability value of their assets cost effectively and to an internationally recognised and robust standard, tried and tested since it was first launched in 1990.'

'In doing so BREEAM helps clients manage and mitigate risk through demonstrating sustainability performance during planning, design, construction, operation or refurbishment, helping to lower running costs, maximise returns through market value and attract and retain tenants with desirable places to live and work.' (BRE, Unknown)

Taking into account the above mentioned quote from the BRE, BREEAM standards incorporated into the design, planning, construction & facilities management of this private hospital should be taken

into consideration and rating in the upper levels of BREAAAM rating achieved. This will as quoted above ensure lower running costs, maximises returns through market value and retain a desirable and attractive place to work.

BIM

BIM (Building Information Modelling) is a data sharing process developed and adopted by all stakeholders in a whole asset lifecycle of a building. The use of BIM on a project, (if to be used) should be from the beginning. The use of BIM has associated implications on other key indicators such as time and cost. Use of BIM has advantages during construction and also can be used for post construction efficiency in accordance with COBie (Construction Operations Building Information Exchange) for FM data sets and integration with the building management systems.

Identification of the BIM 'Maturity Level' required or desired for the project. In the UK the maturity level is often referred to as 'The Wedge' an illustration developed by Bew & Richards in 2008 (pictured below).

BIM levels are categorised into levels, 0, 1, 2 & 3.

BIM Level 0

BIM level 0 is likened to old fashioned drawings and the communication of them. 2D (CAD) drawings passed around on paper with no collaboration between parties involved in the project in collating information on what they are to build. I.e. there is a distinct lack of BIM at this level.

BIM Level 1

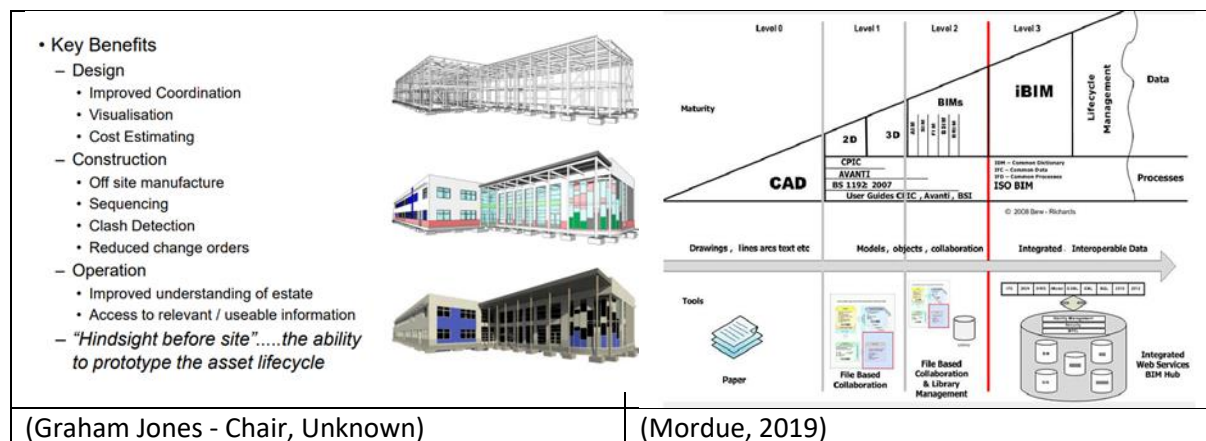
BIM level 1 is a development by all parties/consultancies whereby the 2D or 3D drawings or models are shared electronically with some collaboration in collating the project data.

BIM Level 2

BIM level 2 is where a federated BIM model is incorporated into the project, all project participants will work in an electronic form to develop their element of the project. This information produced by architects, engineers & contractors links into a shared data environment, known in BIM as the Common Data Environment or CDE. All data, drawings and specifications are collated centrally and shared.

'UK Government have set a target of achieving BIM maturity level 2 by 2016 on all public sector asset procurement.' (BRE, Unknown)

BIM Benefits & Stages Illustration



BIM – Advantages & Disadvantages

BIM has many advantages it can offer a project, particularly throughout the design and preconstruction stages and also during the facilities management stage as mentioned earlier in relation to COBie on completion and occupation of a building. But the qualities and advantages of BIM extend to a wider audience than just construction professionals. Virtual models can be displayed to stakeholders prior to construction, maximising the opportunity to incorporate efficiencies, buildability and usability.

Whilst there are cost associated with incorporating BIM such as purchasing the software & licenses, extensive ongoing training of personnel and the time out of the business to complete this training, there may a be further indirect costs associated with the supply chain. Whilst the large multinational’s and Plc companies can afford to implement BIM, smaller sub-contractors may not have that ability, or they may need to proportion the cost of BIM implementation to the price of bids to complete works, hence increasing the overall project delivery costs.

‘In the delivery of larger projects, it isn’t hard to understand where BIM adoption generates benefits and savings – and more commercial clients are requesting BIM processes and model information directly, insisting on the use of standard procedures. Additionally, the scale of many large projects – with increased risk and the need for cost management and logistics – naturally increases productivity through use of a CDE that can be accessed by project participants and centrally controlled.’

(TheNBS.co.uk, Unkown)

For large scale projects BIM has its obvious advantages such as –

- Increased Collaboration and Communication
- Model-Based Cost Estimation
- Preconstruction Project model
- Clash Detection and Improved Coordination
- Reduced Cost and Mitigated Risk
- Improved Scheduling/Sequencing
- Safer Construction Sites
- Stronger Facility Management and Building Handover

Feasibility Study & Budget

In the interest of Rosko Pension Group it is advised that a feasibility study is carried out to ensure a number of points can be met –

- A Private Hospital can be built on the land purchased for development
- The Hospital when constructed will be fit for purpose and desirable option when considered for re-sale.
- The Hospital will achieve a realised re-sale price ensuring that it is a good investment and will deliver gains higher than if funds were invested elsewhere.
- The time that funds are invested are kept to a minimum and a return on investment is achieved within the quickest time period possible.

All stakeholders and authorities will need to be consulted prior to a full feasibility report being made available.

Considerations to be reviewed in the feasibility report will include –

- Site Appraisal. Use of land - Environmental impact, easements or restrictive covenants, contamination & availability of services
- Planning – Will it receive approval from the local authority whilst retaining viability
- Costs – Can it be built to budget? Can 'in use', FM and lifecycle costs be realised.
- Traffic Management & Logistics.
Will it meet the transport plan of the local government? Logistically can it be built on that site?

Project Brief Illustration



Development of a Project Brief from Objectives. (Blackwell, 2014)

Procurement Route & Project Roles

To deliver a quality built product within budget and expected time frame, a number of key consultants will need to be appointed. It would be assumed that Rosko Pension Group would appoint a Quantity Surveyor to control financial & contractual matters alongside me as project manager.

The appointment of further specialist consultancies will depend on the procurement route taken. To undertake initial design or footprint of the building for planning it is advised that an architect is appointed. Concept drawings can then be developed in readiness for further specialists to be appointed to carry out various risk assessments and meet planning constraints. Namely a Planner, Transport Planner, Flood Risk Assessor & Ecologist. Appointing such specialists will mitigate risks that may occur later in the project. (See Appendix – Barbour ABI Sancta Maria Hospital)

My recommendation to Rosko Pension Group is that the hospital project is procured on a two-stage tender via a Design & Build procurement route.

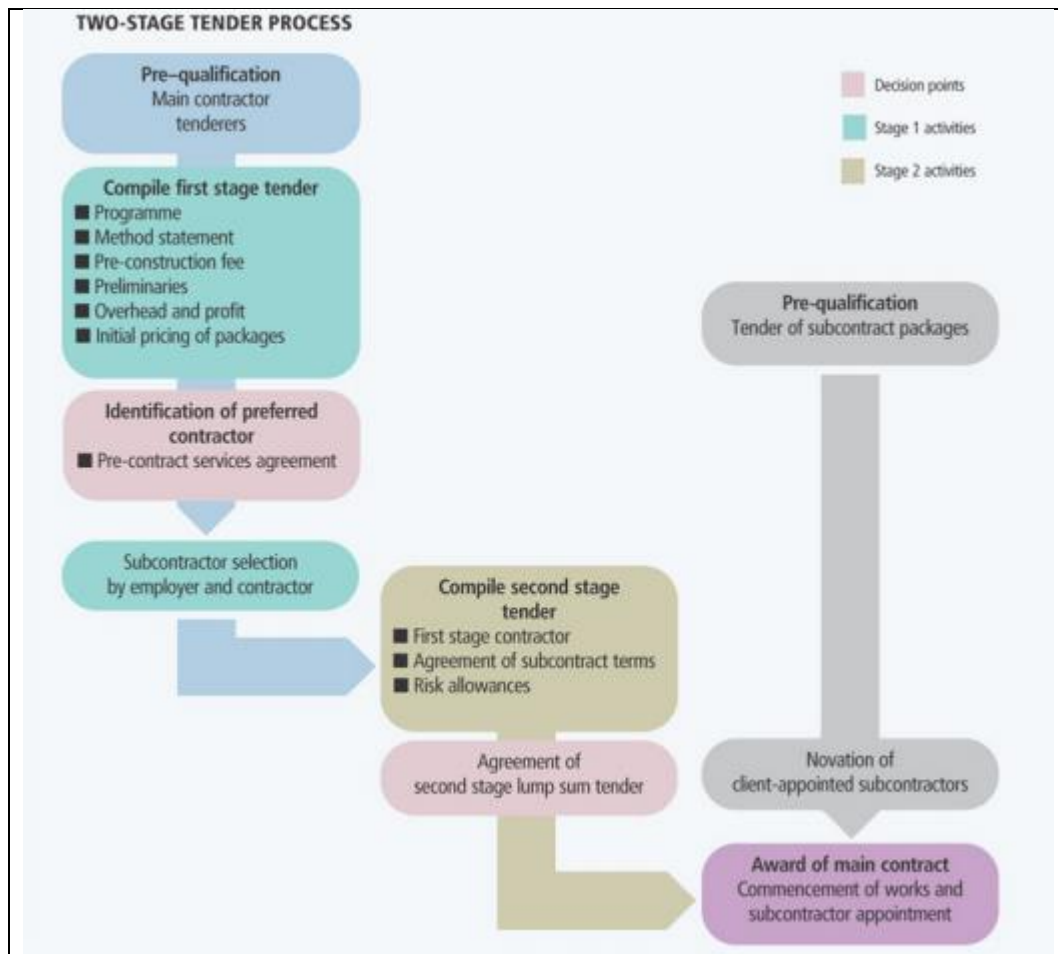
Stage 1 – Procure a contractor based on partially developed detailed design at a proportion of the full contract value. At this point contractors will agree prices for preliminaries, overheads and profits. Successful contractor to assist in the final development of design and the creation of stage two tender documents.

Stage 2 – Tender or negotiate this stage initially with the contractor that completed stage one. Due to their involvement in the design, cost certainty on preliminaries and overheads should lead to agreement on a contract lump sum.

The reasons for my recommendation of this procurement route include –

- A quick start on site – Groundworks can be carried out while the final design is being developed and finalised.
- Early appointment of the main contractor and securing the pre-construction services they can offer in relation to buildability, sequencing and sub-contractor selection.
- Mitigate a higher proportion of the risk associated with design & construction to the successful contractor or contractors.
- Provide an opportunity to work collaboratively with the contractors pre-construction and design teams to reduce costs where applicable and increase value.
- Access to the contractors supply chain and alternative methods of construction and material price and quality comparison.
- Contractor certainty over design, client requirements and costs.

Two Stage Tender Illustration



Two Stage Tender Process. (Rawlinson, 2006)

By procuring a contractor on a Design & Build basis Rosko Pension Group via their project manager will only have the D&B contractor as a point of contact as opposed to managing all specialist consultants if a traditional form of procurement was used.

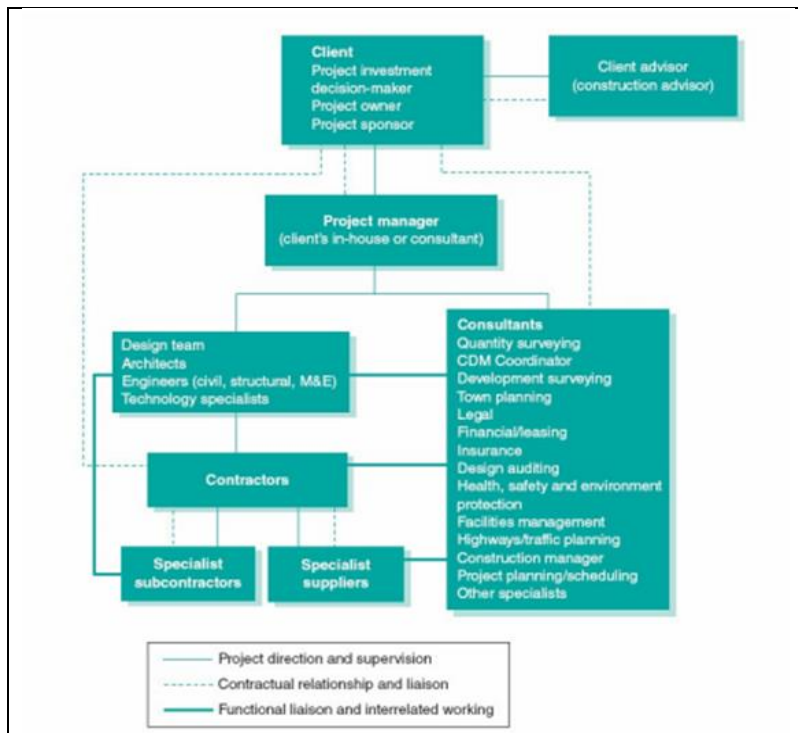
As most design and all construction activity is managed by the one contractor, elements of the work may be able to overlap, potentially saving money and time in the delivery of the project.

Project Team

My advice to Rosko Pension Group to procure this hospital project via a Design & Build contract route is outlined below.

The illustration below shows a Traditional procurement route where the project direction, contractual relationships and functional liaison between the consultancies and contractors. In this scenario, Rosko Pension Group would be responsible for financial payments, management of each specialist consultancy involved in the pre-construction phase as well as the financial payments to the client. Management of the relationships between consultants and contractor would also need to be managed, a time consuming and costly exercise.

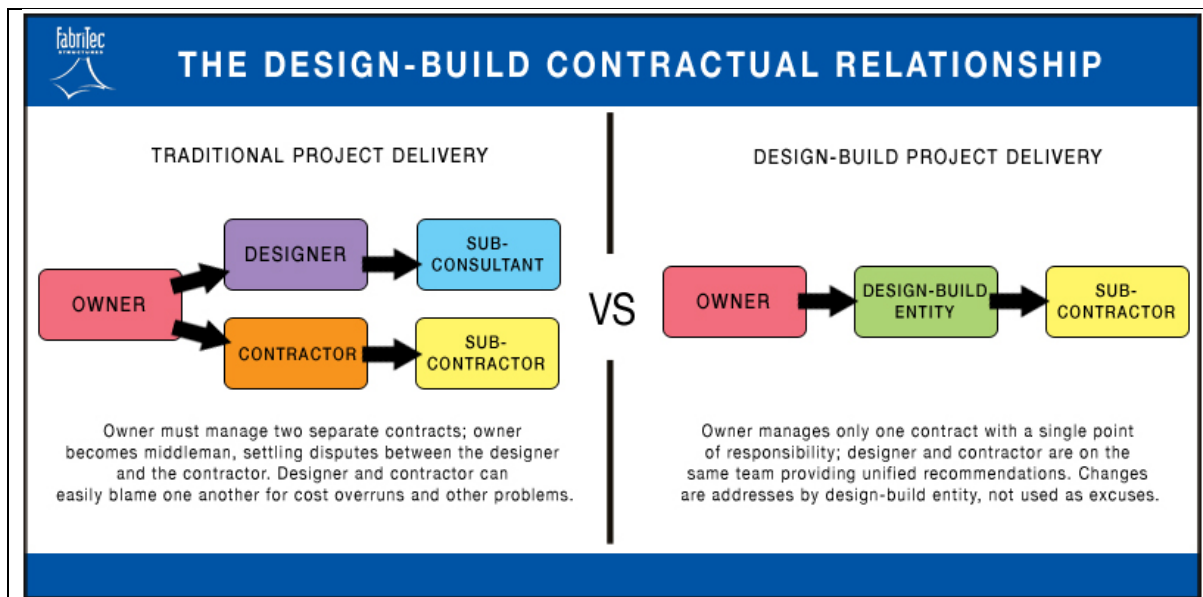
Typical Project Team Illustration



Typical Traditional Project Structure. (Blackwell, 2014)

By using my recommended route of a Design & Build procurement route as outlined in the below illustration, only the main D&B contractor need to be managed from a financial and relationship point of view. Rosko Pension Group will only need to administer one contract and that will be between themselves and the appointed main contractor. The appointed contractor will be responsible for the contractual and functional relationships between the consultancies and specialist sub-contractors administering payments and measuring works and materials on site.

Typical Design & Build Structure & Benefits for the Client



Typical Design & Build Structure (Fabrite Structures, Unknown)

Key Resource Requirements

During the various stages of this construction project from inception to completion, operation and use there will be a requirement to source and appoint a number of key consultancies to ensure the project can meet the cost time and quality demands of building a private hospital.

Inception

During this period the client's needs are assessed and together with the capital available and the requirement the implementation of a project takes place. During this phase the client will develop a project mandate containing objectives and constraints, appoint a project manager & project structure, review the environmental and BIM strategies to potentially be used.

Consultant involvement at this stage includes – Financial institutions to fund the project, Architects to provide a concept sketch, BIM/BREEAM and Environmental consultants to advise on the location and potential inputs as required by stakeholders and the client.

Feasibility & Strategy

During this stage the client and project manager create a project brief including a feasibility study. This will include things such as lifecycle costing, sustainability, site acquisition, development and planning as well as stakeholder identification.

A project team structure would be developed, CDM & risk analysis introduced and the procurement strategy of the project decided

Consultant involvement at this stage will include – Cost managers to develop a project cost, Architects to develop the design, Building Services Design including BIM, Chartered Surveyor & Legal

advisors to oversee the land acquisition if needed and a planning consultancy to manage the planning of the building and traffic plan.

Pre-construction

During this stage the project should have funding in place and secured, detailed design and costing finalised, planning consent and a procurement route agreed on and actioned. Additional consultants such as a clerk of works, engineers (civil, structural & MEP). The contractor appointed with their pre-construction team of estimators, quantity surveyors and design managers heavily involved and potentially managing the appointment of the engineers depending on the procurement route taken. Sub-contract package tender invitations, priced, awarded and programmed into the construction phase.

Construction

The construction phase bring together all of the above mentioned consultancies and sub-contractors into the delivery of the project. Additional limitations and contractual requirements may bring in additional work streams such as CSR and community investment initiative, environmental and site waste plans and potentially a PR or public liaison consultant.

Testing & Commissioning

This is the handover stage of the project. All services are tested and snags and defect rectified. O&M manuals formed and as built drawings created to ensure that facilities management and maintenance plans can be created.

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Appendix

SANCTA MARIA HOSPITAL

Plots A15 & A16 Langdon Road, Swansea Waterfront, Swansea, West Glamorgan, SA1 8QY . The Hospital Management Trust

Project ID: 12333348

PROJECT OVERVIEW

NEXT RESEARCH CALL : 14-APR-19

Scheme: Hospital with consulting rooms, offices, lift, toilets along with landscaping, access and parking.	Site Address: Plots A15 & A16 Langdon Road, Swansea Waterfront, Swansea, West Glamorgan, SA1 8QY
Status: Detail planning granted (TP ref 2017/2610/FUL).	Value: £12M
Categories: Commercial Access & Estate Roads / Private hospitals / Surface car parks / Multistorey & underground car parks / Decorative Landscaping / Commercial Access & Estate Roads / Surface car parks / Decorative Landscaping	Stage: Contract / Detail Approval
	Contract Type: Design & Build contract
	Development Type: New Build
	Funding: Private
	Materials: Envelope: Wall Features: Advertising boards; Roof Cladding: slates; Wall Cladding: facing brickwork, profiled metal cladding, stone, timber boarding / Services: H & V: Solar panels, LED Lighting, solar panels - photovoltaic, lighting; Security: CCTV / Roads: Surfaces: car parking surface / Structure: Roofing: pitched / Siteworks: fencing, new access, landscaping, security fencing, floodlighting, suds; Permeable paving
	Planning Reference: 2017/2610/FUL
	Date of Application: 11-Dec-17
	Council: Swansea
	First Report: 15-Jan-18
	This Report: 29-Jan-19
	Project End:
	Tender: 26-Oct-18
	Floor Area: 4272 sq.m
	Site Area: 8500 sq.m;
	Structure: 1 Structure
	Storeys: 3 Storeys;
	Storeys Below ground: 1 below ground
	Parking: 105 spaces

COMPANIES & CONTACTS

Client Group

Client:	The Hospital Management Trust
Address:	14 Queens Anne Gate, Westminster, London, SW1H 9AA
Phone:	020 7222 1177 (CTPS)
Email:	admin@hmt-uk.org
Web:	www.hmt-uk.org

Architect Group

Architect: [QCH Architects](#)
Address: Queen Charlotte Studio, 53 Queen Charlotte Street,
Bristol, North Somerset, BS1 4HQ
Phone: 07413 990422
Web: www.codastudios.co.uk

Contact 1: Mr Craig Bennett, Director
Email: c.bennett@coda-architects.co.uk
Added: 15-Jan-18

Landscape architect: [Novell Tullett](#)
Address: The Studio, Home Farm, Barrow Court Lane, Barrow
Gurney, Bristol, North East Somerset, BS48 3RW
Phone: 01275 462476 (TPS)
Web: www.novelltullett.co.uk

Contact 1: Mr Loic Caron, Landscape Architect
Email: lcaron@novelltullett.co.uk
Added: 15-Jan-18

Quantity surveyor: [Edmond Shipway & Partners](#)
Address: Twerton Villa, Lower Bristol Road, Bath, North East
Somerset, BA2 1EP
Phone: 01225 424048
Fax: 01225 442255 (FPS)
Web: www.edmondshipway.com

Contact 1: Mr Neill Dawsett, Quantity Surveyor
Added: 22-Aug-18

Consultant Group

Structural engineer: [WSP Consulting Engineers](#)
Address: Colston 33, Colston Avenue, Bristol, South
Gloucestershire, BS1 4UA
Phone: 0117 930 2000
Fax: 0117 929 4624 (FPS)
Web: www.wspgroup.com

Flood Risk Assessment Consultant: [WSP Parsons Brinckerhoff Limited](#)
Address: 1 Capital Quarter, Tyndall Street, Cardiff, South
Glamorgan, CF10 4BZ
Phone: 029 2076 9200
Fax: 029 2082 7001 (FPS)
Email: pbpower@pbworld.com
Web: www.pbworld.com

Acoustic Consultant: Hoare Lea
Address: Atlantic House, Greenwood Close, Cardiff Gate
Business Park, Cardiff, South Glamorgan, CF23 8RD
Phone: 029 2053 5050
Fax: 029 2053 5051 (FPS)
Email: cardiff@hoarelea.com
Web: www.hoarelea.com

Management Group

Project Manager: Gardiner & Theobald
Address: 7-8 King Street, Bristol, North East Somerset, BS1 4EQ
Phone: 0117 901 6400 (TPS)
Fax: 0117 901 6444 (FPS)
Email: g&tbristol@gardiner.com
Web: www.gtfm.org

Contact 1: mr Kane Thomas, Project Manager
Added: 22-Aug-18

Contract/Tender

Bidder: Vinci Construction UK Limited
Address: C1 Vantage Park, Old Gloucester Road, Hambrook,
Bristol, North Somerset, BS16 1GW
Phone: 01454 252252
Fax: 01454 776453
Web: www.vinciconstruction.co.uk

Bidder: Midas Group Limited
Address: Midas House, Winterstoke Road, Bristol, North East
Somerset, BS3 2LF
Phone: 0117 305 2100
Fax: 0117 305 2101 (FPS)
Email: enquiries@midasgroup.co.uk
Web: www.midasgroup.co.uk

Bidder: Interserve Building Services
Address: 138 Heol Y Gors, Cwmbwria, Swansea, West
Glamorgan, SA5 8LT
Phone: 01792 464001
Fax: 01792 467499
Email: swansea.office@interserveprojects.com
Web: www.interserve.com

Contractors

Contractor: Kier Western Limited
Address: Conway House, St Mellons Business Park, Cardiff,
South Glamorgan, CF3 0EY
Phone: 029 2036 1616
Fax: 029 2036 2303 (FPS)
Email: kfs.info@kier.co.uk
Web: www.kier.co.uk/kierwestern

Contact 1: Mr Gareth Phillips, Quantity Surveyor
Phone: 07890 605 995
Added: 22-Aug-18