
New RIBA Competition

Guy's & St Thomas's Hospital : East Wing Cladding Competition

Preliminary Briefing Paper

Expressions of interest are invited from contractor-led design teams for the re-cladding of the East Wing building on the St Thomas' Hospital site in central London. The approximate budget is £21m. This is made up of construction cost, design fees, planning contingency and inflationary uplift. The client, Guy's & St Thomas' NHS Foundation Trust (the Trust), has identified the East Wing building as one of six strategic projects in need of upgrade and improvement.



The East Wing building, which is over 40 years old, is a significant urban presence in the London cityscape. Situated on the south side of the river where the Thames meanders north, the East Wing sits opposite the Houses of Parliament, with Lambeth Palace to the south. To the east, the façade is clearly visible to trains arriving at Waterloo station.

The competition seeks a re-cladding design of exemplary quality providing significant improvements in energy efficiency with minimised CO2 emissions and a long-term solution to address water ingress, improve insulation and energy efficiency. Presently the building does not perform well therefore it is the Trust's aspiration to ultimately achieve a minimum BREEAM 'excellent' rating.

The aim of the competition is for the client to select a preferred bidder (a consortium of main contractor and architect-led design team) on design, construction capability and best value.

In using the RIBA to promote and manage the competition the Trust aims to attract interest from contractor/architect teams with exceptional design skills and a track record of construction excellence. Accordingly a design-focussed judging panel has been selected which includes architects David Henderson (Bennetts Associates) and Jim Eyre (Wilkinson Eyre Architects), and an honorarium of £15,000 (plus VAT) will be paid to each consortia invited to the design stage of the competition. This will be the third RIBA competition organised for the Trust, who hope to build on success achieved through the Evelina Children's Hospital. This building set a new benchmark in healthcare design and went on to be shortlisted for the prestigious RIBA Stirling Prize. Last month a competition was launched for a new £90m Cancer Treatment Centre to be built on the Guy's site.

Background

The East Wing is a 13-storey tower built in 1966 containing 220+ beds together with catheter suites, clinical offices, teaching facilities and other ancillary plant and stores. The building currently houses cardiology services along with two Intensive Care Units (ITU) and admission wards.

The functional requirements for re-cladding the building and the ultimate refurbishment of the internal area, provides an opportunity to enhance the local site of the Hospital, to contribute to the wider urban regeneration of the Waterloo area and symbolically to enhance the Trust's reputation for healthcare provision and its landmark status in London.

The East Wing building has been the subject of a number of technical assessments aimed at improving the weatherproofing and making the building watertight. A Business Case was commissioned which highlighted both the need for external re-cladding and an internal refurbishment. The decision has been taken to proceed with the re-cladding first, and for the refurbishment to follow at a later date. In order to inform the cladding design solutions, details of preliminary studies for the internal fit out and refurbishment phase will be provided to shortlisted teams.

At over forty-two metres in height, the tower is a significant urban presence in the London cityscape. The Mayor of London's 'View Management Framework' defines an enhanced quality benchmark for designs proposed within the 'Westminster Bridge River Prospect', as follows :

"The Palace of Westminster is the most prominent feature in most of the views from this viewing place. It requires maintenance of an appropriate setting reflecting its Outstanding Universal Value as a World Heritage Site. New development affecting the setting of the Palace of Westminster should be of the highest architectural quality..."

The above provides a useful benchmark that naturally aligns with the Trust's goals and it follows that any new treatment to the façade must not only solve the functional requirements but also seek to achieve good quality design that integrates within the local context. The selection of materials, the arrangement and scale of fenestration elements and the impact on surrounding views will all be critical.

Building Overview

The East Wing is a concrete framed building with shear walls and concrete cores around the stairs and lifts. The existing cladding system, consisting of greyish slate

panels is non-load bearing. Apart from the water ingress from the failing seals, the cladding performs poorly environmentally by current standards for example, in air-tightness, thermal resistance and solar gain.

The ward floors are 'T' shaped, accessed via a bank of three lifts that service both patient and visitor flows. These lifts provide direct access from the Accident and Emergency department (A&E) on the Ground Level. Level two of the building links to the main theatre block in the adjoining Lambeth Wing. The building therefore achieves reasonable connectivity to core clinical functions on the site.

The Trust has been advised that the existing building can be successfully over re-clad from outside with limited interference of the existing internal activities and with no need for decanting. Shortlisted design teams will therefore be expected to come up with a re-cladding solution that allow the building to continue to function with minimum disruption throughout its development.

The cost of the external re-cladding works including lifts and service risers is estimated at £21m

Invitation / Eligibility

The client wishes to ensure that the full design and construction team is committed to the design, and the delivery of it, hence the requirement for the collaboration of contractor led design team at this early stage in the process. Each team shortlisted to proceed to the design stage of the competition will be required to submit a design concept, cost plan and construction schedule. The architect will be responsible for leading the design element of the submission.

It should be noted that the jury panel will be looking for capacity within the team to deliver the project. Where appropriate this may require a collaborative approach, for example a practice with insufficient resources may choose to team up with an executive/delivery architect. Such collaborations are welcomed providing the proposed delivery arrangement is clearly explained in the submission.

As a minimum the team must include an architect and contractor plus engineering and cost adviser. However the submission should indicate any other disciplines proposed such as Health Planners.

Competition Format

The competition will be run as follows :

Stage One – Expression of Interest / Selection of Shortlist

- a) Expressions of Interest (EoI) and PQQ invited from contractor led design teams.
The PQQ will be subject to an independent financial check, and in order to proceed further in the competition teams will need to meet the essential criteria outlined in the PQQ. A separate PQQ should be completed by the contractor and the lead architect.
- b) Using the 'Criteria for Selection' to assess the EoI's, a shortlist of up to 6 will be selected and invited to the design stage of the competition.

Stage Two – Submission and Presentation of Design Concepts

- c) Up to six teams invited to the design stage, which will involve :
 - organised site visit / briefing session
 - a one-to-one briefing session with each team. The sessions would provide the opportunity for teams to test out early ideas and thoughts with members of the client team
- d) Submission of design proposals, to include detailed cost plan and construction schedule.
- e) Final judging will involve an interview with each shortlisted team.

The aim of the competition is for the client to select a preferred bidder (a consortium of main contractor and architect-led design team) on design, value and capital cost. The client then intends to conclude detailed negotiations with that Consortium on an appropriate fixed building contract sum (Design and Build and including all fees). On that basis the winner will initially be announced as preferred bidding consortium. Post this announcement the client reserves the right, should negotiations not proceed satisfactorily, to approach other shortlisted consortia.

Honoraria

An equal honorarium of £15,000 (plus VAT) will be paid to each shortlisted team invited to develop design proposals. The honorarium payment will be made to the lead architectural practice.

Criteria for Selection

The panel will use the following criteria to assess the Expressions of Interest :

Criteria	Weighting	Demonstrated by
Working as a team	10%	- an ability to work with clients and interpret briefs - the relationship and collaborative approach between team members - the resilience to respond to continual client review of the design whilst ensuring there is no deviation from agreed design principles.
Communication and Liaison	10%	- an ability to note the views of the general client body and to make decisions without compromising members of the client group. - IT Facilities & Technology.
Design Flair & Capability Including Contractor capability	40%	- design flair & creativity. - previous experience with relevant projects of a similar scale - record of involvement in the design and construction of major public buildings of national/international standing - technical innovation based on tested principles - capacity for the delivery of projects of a similar type, value and level of complexity - profile and balance of the team, and proposed key personnel responsible for the delivery of the

		project.
Cost & Time Management	20%	- ability to meet programme dates - ability to work within budget constraints
Sustainability	20%	- track record in minimising energy consumption and emissions in building design - track record in using materials from sustainable sources - track record in creating and sustaining local supply chains on projects.

Details of the Stage 2 Selection Criteria will be included in the Design Brief and Invitation to Tender documents, but are expected to include :

- architectural quality of the design
- response to and compliance with brief
- response to budget and programme

Jury Panel

The jury panel will include Trust Senior Management and Clinical Staff plus RIBA Architectural Advisers for this competition David Henderson, co-Director of Bennetts Associates and Jim Eyre OBE, Director of Wilkinson Eyre Architects.

The jury panel will be supported by a technical panel as required. Teams should note that cost information will be subject to appraisal by an independent Cost Consultant, Davis Langdon.

Registration / Documentation Charge

There is a registration/documentation charge of £35 (plus VAT). Upon payment of this charge RIBA Competitions will issue you with a unique registration number, plus a copy of the PQQ. Only submissions bearing the unique registration number and accompanied by the PQQ will be accepted. See the 'How to Register' section of this paper for more information.

Submission Requirements

Submissions should comprise :

- 20 page Expression of Interest (EoI) document
- Completed PQQs

Three hard copies of the EoI document and one copy of the PQQ (separate, duly completed copies for both the contractor and the lead architect practice) must be provided along with an electronic version of all documentation in pdf format on a CD ROM.

The EoI must be presented on 20 single sided A4 pages (to include images), to demonstrate the following qualities within the team :

- An ability to work with clients and interpret briefs.
- The relationship and collaborative approach between team members.

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- The resilience to respond to continual client review of the design whilst ensuring there is no deviation from agreed principles.
 - The ability to note the views of the general client body and to make decisions without compromising members of the client group.
 - Design flair and creativity.
 - Previous experience with relevant projects of a similar scale.
 - Record of involvement in the design and construction of major public buildings of national/international standing.
 - Technical innovation based on tested principles.
 - Capacity for the delivery of projects of a similar type, value and level of complexity.
 - Ability to meet programme dates.
 - Ability to work within budget constraints.
 - Track record in minimising energy consumption and emissions in building design.
 - Track record in using materials from sustainable sources.
 - Track record in creating and sustaining local supply chains on projects.

The submission should also include an organisational profile structure and an indication of proposed key personnel for the delivery of the project (together with their professional qualifications).

Images featured within the submission should be clearly annotated to explain which projects refer to which member of the team. Also the submission should identify those projects which have involved proposed team members working collaboratively. The distinction should be made between completed projects, on-going projects and competition entries.

The PQQ is available from the RIBA upon registration.

Please note :

- Only teams responding in accordance with the submission requirements will be considered. The EoI and PQQ must be annotated with the unique registration number which should be placed on the top right hand side of the front cover of each document and CD ROM.
- Overseas competitors should note that for Customs purposes no commercial value should be assigned to the submission. Failure to do so may result in your submission being delayed and/or returned to you unopened, as the RIBA will not be liable for any charges otherwise incurred.
- Late submissions will not be accepted and it will not be possible to submit entries via e-mail.

Competition Timetable

The timetable for the competition, which may be subject to variation, is as follows :

Expression of Interest Deadline :	14.00hrs, 13 th April 2010
Selection of Shortlist :	w/c 6 th May
Shortlist Notified, Brief Issued :	w/c 17 th May
Site visit / initial briefing :	26 th May
One-to-one Briefing Sessions :	15 th June
Submission of Designs :	12 th July
Technical Appraisal :	19 th July – 13 th August
Final Judging / Interviews :	2 nd September

** Result, preferred team identified : end October 2010

** The final decision on the appointment of the winning team will rest with the Trust Board of Directors. The role of the Jury Panel is to make a recommendation to the Board for their consideration and final decision. The Trust reserves the right not to proceed beyond the competition in the event that no one scheme meets the requirements and aspirations set for this competition.

Enquiries

The competition is being managed by RIBA Competitions. Any enquiries should be addressed to the RIBA. Members of the jury panel and the client team should not be solicited for information as this may lead to disqualification from the competition.

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How to Register

There is a registration/documentation charge of £35 (plus VAT).

Registrations can be made online via the website www.architecture.com/competitions. Please go to the Live Competitions page where you will be required to sign in to make your payment. If you have not used the website before, you will need to go through a short sign up process before proceeding to the payment area.

Once your payment has been processed you will automatically receive confirmation of your registration. RIBA Competitions Office will send your unique registration number and a copy of the PQQ to the email address provided within 2 working days.

For alternative payment methods please contact the Competitions Office.