



Department for
International Trade

Department for International Trade Early Engagement Exercise

Reference: Project_1354

**Title: Expo 2025 Osaka Project
Management & Cost Control (PMCC)
Services**

**Document: Provisional Specification of
Requirements and Supplier Profile**

June 2022

1. Introduction

- 1.1. The Department for International Trade (DIT) has published an Early Engagement Notice (EEN) on the gov.uk website Contracts Finder.
- 1.2. The EEN explains that DIT, acting on behalf of Her Majesty's Government (HMG), is looking to engage relevant suppliers in discussion in respect of a potential procurement requirement that will support the delivery of a UK presence at the next World Expo: Expo 2025 Osaka. The potential requirement is for Project Management and Cost Control (PMCC) Services.
- 1.3. DIT is undertaking the engagement to understand the market's view of the requirement, the market's view of HMG's approach, the capability of suppliers in the market, as well as innovations in the market HMG should consider. DIT is also seeking to understand cost implications of such services. DIT may use the information learned to further refine the specification, approach and any future procurement and to feed into key HMG decision making on the UK's participation in Expo 2025.
- 1.4. The EEN explains the process that DIT is following to undertake this engagement; interested suppliers should refer to the EEN at all times during this engagement.
- 1.5. This document details the current specification for these requirements, rationale behind the approach, and suggested supplier profile.
- 1.6. Suppliers wishing to partake in the early engagement must read this document, complete the attached questionnaire, and submit it to DIT by the deadline stated in the EEN.
- 1.7. Suppliers must acknowledge that the requirements in this document are subject to change and are only preliminary.
- 1.8. Suppliers must also acknowledge that the publication of the EEN and the undertaking of the engagement does not commit DIT nor any part of HMG to running a procurement for these services.
- 1.9. DIT, and HMG, reserves the right to run a different procurement, or no procurement as a result of this engagement.
- 1.10. If DIT or wider HMG chooses to run a procurement (for either these requirements or similar), participation in this early engagement is not a pre-requisite to bid. At the same time, participation in this early engagement shall have no bearing on any future bid a supplier makes for any future procurement and does not guarantee participation.
- 1.11. Engagement in this activity is at the supplier's cost; DIT will not reimburse any costs.
- 1.12. DIT is undertaking the engagement on behalf of UK HMG – any reference to DIT engagement in this document applies equally to any other government department.

Statement of Requirements

2. Background

- 2.1. World Expos take place every five (5) years and last for six (6) months. The last World Expo, Expo 2020 Dubai, concluded in March 2022, having started in October 2021.
- 2.2. World Expos are organised by a host country which invites other nations, companies, international organisations, the private sector and civil society to participate.
- 2.3. World Expos welcome millions of visitors, challenge countries to showcase their creativity, innovation and skills to build extraordinary pavilions and drive projects that transform the landscape of a city for years to come.
- 2.4. World Expos are multifaceted events where extraordinary visitor experiences, exhibitions, diplomatic and other Government to Government discussions, business meetings, public debates and live shows can all take place at the same time in the same place.
- 2.5. World Expos provide a platform for progress and cooperation aimed at finding solutions to universal challenges that will impact on future generations to come.
- 2.6. Expo 2025 Osaka will take place from **13 April to 13 October 2025** with the theme “Designing Future Society for our lives” and the sub-themes “Saving Lives”, “Connecting Lives” and “Empowering Lives”.
- 2.7. Under the theme, Designing Future Society for Our Lives, Expo 2025 Osaka will focus on treasuring each and every individual life and enriching society by serving as an important milestone on the path toward achieving the United Nations Sustainable Development Goals (SDGs) in 2030. It will be a platform to come together to imagine and experience a new form of society.
- 2.8. The Organisers of Expo 2025 Osaka are expecting 28.2 million visitors over the 6-month event, with 24.7 million of these being Japanese nationals.
- 2.9. The UK will write its own theme statement, highlighting the UK’s particular focuses within the broader Expo theme.
- 2.10. World Expo 2025 Osaka will be an important milestone in the UK/Japan relationship following the signing of the Free Trade Agreement in 2020. With 150 expected participating nations, it will be a major platform to promote an outward looking Global Britain boosting our international reputation as a place to visit and do business, our prosperity and engagement with global partners, catalysing global collaborations and taking stock of progress towards our 2030 milestones for Sustainable Development Goals (SDGs).
- 2.11. Expo 2025 will be an opportunity to showcase the UK as a world class destination for tourism and business – demonstrating the UK’s strengths as a visitor destination and across industry e.g., healthcare, life sciences, mental health, climate change, artificial intelligence, data science, research, space technology and education. The UK will look

to have an engaging, immersive visitor experience, cultural activations, a business programme and culinary delights via a potential food and beverage offering.

- 2.12. Expo 2025 Osaka provides an opportunity to connect with people on the UK Pavilion, virtually and throughout the world. It will also facilitate collaboration and partnership between the UK and other participating nations, creating solutions to global challenges.
- 2.13. At Expo 2025 Osaka, we are looking at a “content-led” approach to a UK Pavilion (UKP) i.e., content design would be at the forefront of the UK’s presence at the Expo with a pavilion designed to best showcase the chosen content. This content will comprise of a visitor experience, which will inform, entertain, and highlight the innovation and expertise of the UK, and achieves the key objectives (see 2.14).
- 2.14. The detailed objectives of the UK participating in Expo 2025 Osaka are still to be finalised, however, the broad intention is to focus on promoting the UK on a global stage and shifting perceptions of the UK.

3. High-Level Service Requirements of the PMCC Supplier

- 3.1. The potential PMCC supplier may be responsible for¹:
 - 3.1.1. Project managing and contract managing the design, construction, maintenance, decommissioning and close-down of the UKP project.
 - 3.1.2. Implementing value management and value engineering throughout the project to maximise value for money (VfM).
 - 3.1.3. Managing interfaces with external contractors/sub-contractors, statutory undertakers and Expo authorities.
 - 3.1.4. Providing DIT with regular onsite management and monitoring of the UKP build, ensuring works are carried out safely to DIT’s high quality standards.
 - 3.1.5. Implementing project control systems and procedures.
 - 3.1.6. Assisting DIT with project planning, including developing and documenting the Project Execution Plan (PEP).
 - 3.1.7. Carrying out all aspects of cost planning, budgeting, estimating, forecasting, reporting, managing and controlling of the costs associated with the design, construction, maintenance, decommissioning and close-down of the UKP.
 - 3.1.8. Monitoring the progress of external contractors/subcontractors, whilst developing and maintaining an integrated schedule for the project.
 - 3.1.9. Developing, implementing and managing an effective change control procedure for scope changes and other emerging issues throughout the project.
 - 3.1.10. Developing, implementing and managing a system of continuous risk management.
 - 3.1.11. Developing, implementing and monitoring health, safety and environment processes and procedures to support the safe delivery of the project in line

¹ No decision has been made on the final procurement strategy to deliver these services, and therefore, if DIT/HMG proceeds, it reserves the right to split these services amongst several contracts or contain them in a single contract. For the purposes of this early engagement, DIT seeks to understand which option is preferable.

- with latest legislation and best practice. Implementing these process and procedures and monitor contractor/subcontractor compliance.
- 3.1.12. Supporting DIT/HMG with the development of procurement strategies and tender documentation. Assisting in the evaluation of tenders throughout the life of the project, including the design and construction tender. Providing Japan specific procurement advice and support whilst ensuring UK procurement regulations are adhered to.
 - 3.1.13. Developing a document control strategy, followed by implementation on an appropriate document control system and monitoring that all stakeholders are adhering to the correct processes.
 - 3.1.14. Developing and maintaining an action log to keep track of outstanding actions for all stakeholders. Monitoring these actions with the relevant parties to ensure swift resolutions.
 - 3.1.15. Writing meeting minutes for all project meetings and keeping a record of these notes in an accessible location for reference of all parties.
 - 3.1.16. Monthly progress reporting into the Project Board
 - 3.1.17. Provision of advice and recommendations on any physical legacy of the UK Pavilion (unknown currently).
- 3.2. The list in 3.1 is both non-exhaustive, but also representative of a similar scale of UK Pavilion as was delivered for Expo 2020 Dubai. As previously mentioned, the UK may look for a completely different size and/or scale for the UKP at Expo 2025 Osaka, which may increase, decrease, or completely change the scope of PMCC services required.

4. UK Pavilion Deliverables

- 4.1. The PMCC supplier will be expected to provide the services, set out in Section 3, from concept design through to design and construction, decommissioning and project close-out, in order to successfully deliver the UK Pavilion (UKP) build at Expo 2025 and ensure the achievement of the deliverables/milestones in this Section 4.
- 4.2. HMG is most likely to design and construct its own Pavilion (Type A - Self Build Pavilion) on a medium sized plot. The approximate size of a medium plot is 1750m² with a buildable area of 1200m² (multiple storeys area allowed up to 12m). Please note that not all the space of a plot will be a buildable area and will need to cater for content/visitor experience, hospitality areas, staff areas, and other necessities. Potential suppliers should be aware that HMG's requirements, include its plot selection, are subject to change.
- 4.3. Appendix A (attached to this specification as separate document) contains a list of indicative deliverables/milestones required to successfully deliver the UKP. Note this list is not exhaustive and the PMCC supplier is welcomed to suggest additional deliverables or milestones where necessary. In 2021, HMG produced a set of estimated timescales against each deliverable/milestone as set out in Appendix A.
- 4.4. However, HMG, along with many other International Participants, are delayed in commencing contracting to deliver for Expo 2025 Osaka, so the timelines presented are no longer valid.
- 4.5. HMG will be looking for a PMCC supplier to provide innovative ideas to enable HMG and its suppliers to successfully deliver the UKP in time for the start of Expo 2025. The potential supplier is invited to provide a high-level programme based on the current assumption that award of a PMCC contract will likely occur after December 2022. This will form part of the discussions for this early engagement exercise.

5. Supplier Profile

- 5.1. It is DIT's current expectation that any successful supplier in a potential procurement would fit the following profile²:

ESSENTIAL
Has managed the design and construction of temporary structures at events with immovable deadlines, ideally previous Expos, Olympics or other major international events.
Has a track record of delivering large scale conceptual visitor experiences
Has first-hand experience of managing projects in Japan or a partnership/JV with an established company in Japan.
Has the ability to operate simultaneously in both the UK and internationally, namely Japan.

² This is DIT's current thinking based on the information it has. This is not a confirmed profile, and suppliers that do not fit these parameters, but still believe they can deliver the potential contract, are invited to engage with DIT to demonstrate that alternative profiles can be considered, and challenge DIT's thinking.

Has experienced project management capability that can manage both the Design, Content implementation, Construction and Deconstruction of a Pavilion or similar temporary structure.
Has an excellent understanding of the Japanese market.
Capability to work bilingually (English and Japanese))
Has experience working with Japanese Authorities and with Japanese Laws and Regulations

DESIRABLE
Has an established presence in Osaka, with relationships in the local market.
Has first-hand experience working with the HM Government or other UK Public Sector organisations.
Has first-hand experience working under UK public procurement regulations.