



## Pre-Tender Market Engagement

### UK Holocaust Memorial and Learning Centre Ref. 120/123

**Authority:** Ministry for Housing, Communities and Local Government (MHCLG) ("the Authority").

**Date Response required:** Friday 21 February 2020 17:00 (GMT)

## 1 PURPOSE

- 1.1 This Pre-Tender Market Engagement (PTME) seeks information in preparation for the Potential procurement of a Supplier (from herein referred to as a "**Potential Supplier**") to construct the new UK Holocaust Memorial and Learning Centre in Victoria Tower Gardens, Westminster, London.

The purpose of this PTME is to:

- 1.1.1 help define the requirement;
- 1.1.2 help provide a better understanding of the feasibility of the requirement;
- 1.1.3 understand the best approach;
- 1.1.4 understand the capacity of the market to deliver and possible risks involved; and
- 1.1.5 provide the market with an opportunity to ask questions, raise queries and any issues to be addressed at an early stage.

- 1.2 The Authority shall maintain commercial confidentiality of information received during the PTME.

## 2 INTRODUCTION

- 2.1 In 2016 the then Prime Minister (Theresa May) launched a design competition for a Memorial and underground Learning Centre in Victoria Tower Gardens, adjacent to Parliament in Westminster.
- 2.2 The Memorial is dedicated to the 6 million Jewish men, women and children murdered in the Holocaust and to all other victims of the Nazis and their collaborators.
- 2.3 The winning scheme was proposed by a team led by architects Adjaye Associates, with Ron Arad Architects as Memorial Architect, and Gustafson Porter + Bowman as Landscape Architect.
- 2.4 The designs were first unveiled in October 2017 and have since undergone further development through discussion with Holocaust experts, survivors and other victim groups, and local residents, Westminster City Council, Historic England, Royal Parks and other statutory consultees. The United Kingdom Holocaust Memorial Foundation has also worked closely with other organisations and experts on the contents and approach of the co-located Learning Centre.
- 2.5 Our aim is to combine a striking architectural monument with an engaging, reflective and powerful exhibition. The exhibition will confront the immense human calamity caused by

the destruction of Europe's Jewish communities during the Holocaust, arousing a sincere commitment to mourn, remember and act. The exhibition will also focus on subsequent genocides.

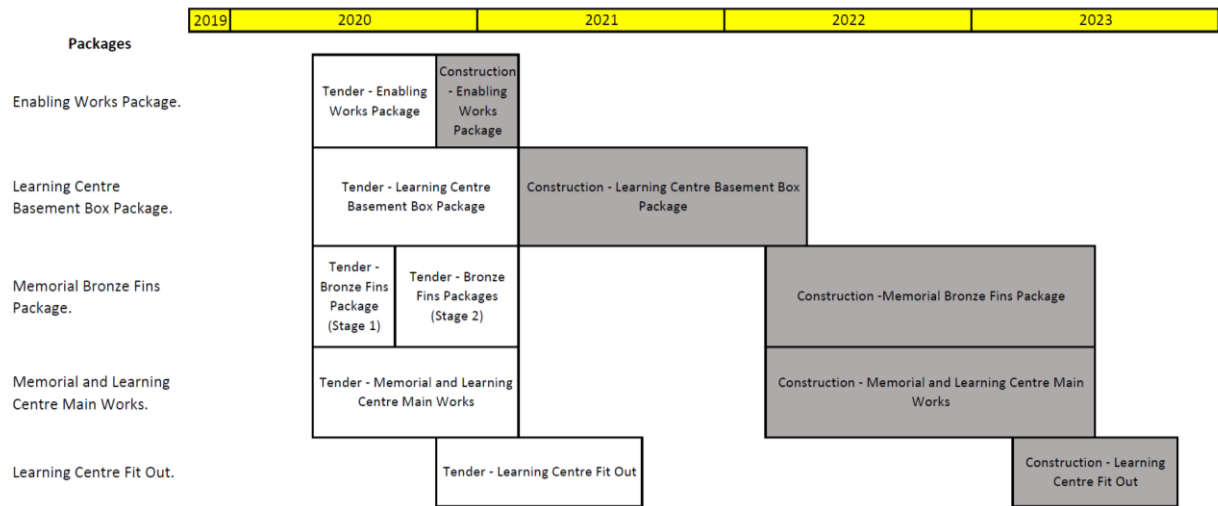
- 2.6 There can be no more powerful symbol of our commitment to remembering the men, women and children murdered by the Nazis and their collaborators than placing the memorial in Victoria Tower Gardens next to the Houses of Parliament.
- 2.7 The view of Parliament from the Memorial will serve as a permanent reminder that political decisions have far-reaching consequences. By setting history's worst example of the disintegration of democratic values against the greatest emblem of Britain's aspirations for democracy, it will stand as a permanent reminder of the responsibilities of citizens in a democracy to be vigilant and responsive whenever and wherever those values are threatened.
- 2.8 The sensitive design ensures that the vast majority of the park's green space is retained and enhanced. We have also taken special care to ensure that our design will not impact upon tree roots. Our plans include a range of accessible seating and a new boardwalk along the embankment which will improve views over Parliament and the river Thames.
- 2.9 The Memorial and Learning Centre consists of 23 bronze fins to the southern end of the Gardens. Visitors will walk through an entrance pavilion, then across a courtyard where they will be confronted with views of Parliament's Victoria Tower. The Learning Centre, accessed by pathways set between the fins, is an integral part of the Memorial. The Learning Centre is set out over two below ground floors.
- 2.10 The link below is to the UK Holocaust Memorial Foundation website.  
<https://www.gov.uk/government/organisations/uk-holocaust-memorial-foundation>
- 2.11 A Planning application was submitted in December 2018. {Planning Application No. 19/00114/FULL}. On 5th November 2019, following the request of the Chairs of the UKHMF Steering Board, The Rt Hon Lord Pickles and Rt Hon Ed Balls, the application was called in for determination by the Housing Minister, Rt Hon Esther McVey MP. A planning inspector has been appointed and the application will go to a public enquiry in late May 2020, following which the planning inspector will write their report, and issue to the Minister for decision. Westminster City Council's Major Applications committee will still meet on 11 February to consider the application and approve or reject it, but their decision will inform their "Statement of Case" as part of their submission to the Public Inquiry.
- 2.12 Subject to the Planning application being granted, the Authority is looking for contractors (Contractors and specialist sub-contractors) and suppliers to construct all aspects of the Memorial and Learning Centre project. Potential Suppliers (contractors) shall be appointed for each of the five (5) packages of work. It is envisaged that specialist sub-contractors will be engaged by the Potential Suppliers for each package.
- 2.13 It is envisaged that construction of the Memorial and Learning Centre project will be divided into five (5) packages:
  1. Enabling Works package – comprising:
    - Horseferry Playground – relocation of existing playground equipment
    - Removal of existing café kiosk
    - Removal and relocation of Spicer Memorial
    - Removal of existing redundant buried services
    - Relocation of existing buried services

- Installation of new buried services
  - Heavy vehicle mitigation barrier footings
  - Bus Stop Improvement works
2. Learning Centre Basement Box package – comprising:
- Site clearance,
  - Piling/foundation works,
  - Archaeological excavation works,
  - General excavation,
  - Dewatering,
  - Below slab lift pits and sump pits,
  - Below slab services,
  - Steel plunge columns,
  - Concrete capping beam works,
  - Concrete propping beams,
  - Temporary steel propping beams,
  - Concrete podium slab (part) roof of the Learning Centre.
- Note: the archaeological excavation works will comprise physical, on site archaeological excavation works (approximate 5m deep band of interest) within the made ground and alluvium. Works to be carried out with input and guidance from archaeological consultant team.
3. Memorial Bronze Fins package – comprising:
- Buildability guidance and design advice
  - Production of shop drawings, fabrication and construction of a prototype (benchmark) bronze fin panel
  - Develop shop drawings, fabricate, supply and install twenty three (23) bronze fins to the Memorial



4. Memorial and Learning Centre Main Works package – comprising:
- All construction works following on from the basement box package to complete the Memorial and Learning Centre.
- Note that this package will include works to the entrance pavilion, courtyard, memorial, learning centre, landscaping to Victoria Tower Gardens, café/kiosk and improvement works to Horseferry playground.
5. Learning Centre Fit Out package – comprising:
- Works to supply, install and commission the fit out of the Learning Centre content, including Furniture Fittings & Equipment and Audio Visual equipment. This may be in several individual packages.

2.14 The outline project timeline per package can be summarised as below:



### 3 HIGH LEVEL OUTLINE PROJECT OUTCOMES REQUIRED

- 3.1 The Authority is looking for Potential Suppliers to construct all elements of the UK Holocaust Memorial and Learning Centre in Victoria Tower Gardens, Westminster, London. Potential Suppliers shall be appointed for each of the five (5) packages of work. It is envisaged that specialist sub-contractors will be engaged by the Potential Suppliers for each package.
- 3.2 The UK Holocaust Memorial and Learning Centre shall consist of the following elements:
- The two (2) storey Learning Centre building
  - The Memorial entrance (bronze fins elements)
  - The courtyard
  - The Entrance Pavilion
  - The café/kiosk
  - New Horseferry playground
  - Landscape and lighting works to Victoria Tower Gardens
  - Raised boardwalk adjacent to the existing river wall
- 3.3 The outcomes of the UK Holocaust Memorial and Learning Centre Project will be as follows:
- **A place of reflection and education:** the project aims to deliver and provide a place of reflection and education within an exception setting.
  - **Welcoming Visitors:** provide an iconic memorial and powerful educational experience welcoming visitors from the UK and beyond to learn and reflect.
  - **Immersive journey:** create an immersive journey for visitors who enter a Memorial embedded in the landscape of Victoria Tower Gardens. Visitors will walk through an entrance pavilion, then across a courtyard before entering the underground Learning Centre via pathways and steps set between bronze fins.
  - **Building Research Establishment Environmental Assessment Method (BREEAM):** the project is seeking to achieve a BREEAM sustainability assessment rating of 'Excellent'.
  - **Building Information Modelling (BIM):** the project is utilising BIM Level 2 with 3D models developed in a collaborative environment.
  - **Construction:** construct and fitout all aspects of the UK Holocaust Memorial and Learning Centre project. The project consists of:
    - (a) Project construction set up and logistics
    - (b) Entrance Pavilion
    - (c) Courtyard
    - (d) Memorial entrance (bronze fin elements)
    - (e) Two storey underground Learning Centre
    - (f) Landscaping works, including river side boardwalk
    - (g) Café/kiosk building
    - (h) Playground works
- 3.4 The construction services required will cover contractors, manufacturers, fabricators, suppliers, and specialist sub-contractors required to construct and deliver the Project.

- 3.5 The Authority invites Potential Suppliers to define the processes, sequence and logistical set up they would go through in the construction of the UK Holocaust Memorial and Learning Centre project. They can draw on examples or practical experiences of constructing similar projects or commissions in the past to support their recommendations.
- 3.6 The Authority invites Potential Suppliers to influence the timelines (programme), sequence of construction and cost involved in the construction of all aspects of the project. Once again, they can draw on examples of constructing similar projects or commissions in the past to support their recommendations.
- 3.7 Potential Suppliers are asked to consider:
- Project set up
  - Methods of construction
  - Logistics requirements, including recognition of the project location and all associated constraints
  - Sequence and programme of works including dependencies
  - Costs
  - Outline procurement strategy
  - Management set up required for successful delivery
  - Risks and mitigation
  - Neighbourhood coordination and interface

## **4 OUTPUTS/DELIVERABLES**

- 4.1 The Potential Supplier(s) will act as the Authority's contractor to construct and deliver all aspects of the UK Holocaust Memorial and Learning Centre project.
- 4.2 Potential Suppliers will deliver some or all of the following:
- Bring together a team to manage all aspects of the construction works
  - Define the procurement of, manage and coordinate works under sub-contracts
  - Develop, manage and report against a detailed programme of construction works
  - Develop, manage and report on project costs
  - Liaise with all statutory and local authorities as required to deliver the project
  - Liaise with other project stakeholders as required
  - Set up quality management systems and deliver the project to required levels of quality
  - Define and manage the handover of all elements of the project
  - Deliver value in areas such as Social Value, Sustainability and Environment.

## 5 KEY DATES & TENDERING PROCESS

- 5.1 If it is decided this service is required, it is anticipated that procurement will start mid 2020 with the construction contract to commence Q.4 2020 or Q1 2021. These indicative dates are for information purposes only. MHCLG reserve the right to amend these dates at any time, and Potential Suppliers rely on them entirely at their own risk.
- 5.2 The construction, from enabling works to fit-out is expected to be for a period of 3 years.

## 6 RESPONSE

- 6.1 **Please respond via the Bravo portal by 21 February 2020 17:00 (GMT) (the “Response Deadline”). The response should provide a response to the following questions.**

### 6.2 General Questions

- Q1 Would you be interested in bidding for this project?
- Q2 Which package or packages as outlined in 2.13 would you be interested in bidding for, and whether you would bid as part of a consortium or singularly?
- When responding, please clearly indicate which package or packages are being responded to as detailed in paragraph 2.13 of this document.
- Q3 Review the packaging strategy and approach outlined in paragraphs 2.13, 2.14, 3.6, 3.7 and 4.2 above and provide and consider:
- Is what the Authority asking for clear?
  - Is there anything that the Authority has missed or overlooked in setting out their requirement?
  - Is there anything here that is irrelevant, outdated or unnecessary?
  - What are the key risks and opportunities of this approach?
  - Do you think the packaging strategy represents the right allocation of risk?
  - Would you advocate a different strategy? If so please describe it.
- Q4 Provide details of any Public Sector frameworks you are you currently working under, either as a Main Contractor or a Sub-contractor?
- Q5 Provide details on how this project can meet procurement policy objectives, for example Social value, Sustainability and modern Slavery.

### 6.3 Enabling Works Package Questions

It is envisaged that the **Enabling Works Box package** will be let as a traditional contract encompassing a number of discrete packages of work.

- Q6 Would the NEC3 Engineering and Construction Contract (ECC) Option A : Target Contract (Lump Sum) with Activity Schedule be a viable form of contract? Would this method present any risks and/or opportunities beyond the apparent?
- Q7 What would be suitable Key Performance Indicators (KPI's) within the Target Contract?

- Q8 Potential Suppliers are asked to comment on details of dealing directly with utility companies and outline services diversion works risks they think should be considered.
- Q9 Potential Suppliers are asked to comment on the site set up required to complete the enabling works; 'site set up' to include but not be limited to provision of hoarding, contractors offices, welfare facilities, security.
- Q10 How long do you estimate it would take to deliver this package of works? Please highlight any known or foreseeable potential risks which may impact delivery date.

#### 6.4 Learning Centre Basement Box Package Questions

It is envisaged that the **Learning Centre Basement Box package** will be let as a traditional contract with a significant contractor design portion.

- Q11 Would the NEC3 Engineering and Construction Contract (ECC) Option C : Target Cost Contract with Activity Schedule be a viable form of contract? Would this method present any risks and/or opportunities beyond the apparent?
- Q12 What would be suitable Key Performance Indicators (KPI's) within the Target Contract?
- Q13 How could a 'break' in the excavation works phases be accommodated to enable the archaeological works to be carried out?
- Q14 It may be desirable to dispose of excavated material utilising muck away by barge on the River Thames. Please indicate any risks you envisage with this method
- Q15 How long do you estimate it would take to deliver this work? In answering this question, Potential Suppliers clearly indicate the duration of the 'break' required to carry out the archaeological excavation works package. Please highlight any known or foreseeable potential risks which may impact delivery date.

#### 6.5 Memorial Bronze Fins Package Questions

It is envisaged that the **Memorial Bronze Fins package** will be a sub-contract to the Main Works package. The package is envisaged to be a two (2) stage tender, following a pre-qualification process. Stage 1 will comprise a tender for works associated with the supply and installation of the 23 Nr. bronze fins. This stage will result in two contractors going forward to Stage 2. This stage will comprise providing buildability advice to the consultant team and construction of a prototype bronze fin panel. The Authority shall then appoint a successful Supplier, however, immediately post Stage 2 award, the successful supplier would be novated to the Main Works contractor (see 6.6 below)

- Q16 Would the NEC3 Engineering and Construction Sub-contract (ECS) Option C : Target Cost Contract with Activity Schedule be a viable form of contract? Would this method present any risks and/or opportunities beyond the apparent?



- Q17 What would be suitable Key Performance Indicators (KPI's) within the Target Contract?
- Q18 Where could the (recycled) bronze be supplied/sourced from?
- Q19 Could the supply cost of the bronze material be fixed as part of the contract? How could potential exchange rate risks be managed?
- Q20 How long do you estimate it would take to deliver Stage 1 and Stage 2 of this package? Please indicate likely durations for construction of the prototype panel, bronze supply (for the 23 Nr. fins), bronze fin fabrication, bronze fin patinisation works, delivery to site and on site installation works. Please highlight any known or foreseeable potential risks which may impact the delivery date.
- Q21 Please give your view on the novation of the package to the Main Works contractor and highlight any advantages / disadvantages you see with this approach.

## 6.6 Memorial and Learning Centre Main Works Package Questions

It is envisaged that the **Memorial and Learning Centre Main Works package** will be let either as a single stage traditional contract or a single stage design & build contract.

At the time of tendering of the Memorial and Learning Centre Main Works package, it is envisaged that RIBA Stage 4 (Technical Design) will be complete across all disciplines (architecture, memorial architecture, landscape architecture, engineering and other specialist consultants).

- Q22 Do you envisage that a traditional contract or a design & build contract will be more suitable for this package? Please set out the pros and cons of each with particular reference to the scope of work of this package.
- Q23 What are your thoughts on the transfer of risk to the Contractor under design & build contracts?
- Q24 Would the NEC3 Engineering and Construction Contract (ECC) Option A : Target Contract (Lump Sum) with Activity Schedule be a viable form of contract? Would this method present any risks and/or opportunities beyond the apparent?
- Q25 What would be suitable Key Performance Indicators (KPI's) within the Target Contract?
- Q26 What are the advantages and disadvantages of Contractor Design Portions (CDP) within the Main Works package scope? Which sub-contracts lend themselves to this?
- Q27 How long do you estimate it would take to deliver this package? Please highlight any known or foreseeable potential risks which may impact delivery date.

## 6.7 Learning Centre Exhibition Fit Out Package Questions

It is envisaged that the **Learning Centre Exhibition Fit Out package** will be let as one or more single stage traditional contract(s) or one or more single stage contract(s) some of which will be design and build and others supply only.

At the time of issuing of this Pre-tender Market Engagement, the Learning Centre Fit Out package design is at RIBA Stage 2 (Concept Design). It is envisaged that “first fix” fit-out operations will take place prior to Practical Completion of the main building works contract, with “second-fix” operations taking place after PC.

- Q28 Would the NEC3 Engineering and Construction Contract (ECC) Option C : Target Contract with Activity Schedule, or other NEC forms, be viable forms of contract? Would this method present any risks and/or opportunities beyond the apparent?
- Q29 Would it be suitable to novate the successful tenderer under the Main Works Contractor? What would the advantages and disadvantages be?
- Q30 What would be suitable Key Performance Indicators (KPI's) within the Target Contract?

## **7 QUESTIONS AND CLARIFICATIONS**

- 7.1 Potential Suppliers may raise questions or seek clarification regarding any aspect of this PTME document at any time prior to the 17 February 2020 17:00 (GMT). Questions must be submitted via the e-sourcing portal by submitting a message within the event "pqq\_13 – UK Holocaust Memorial and Learning Centre - Expression of Interest" at <https://dclg.bravosolution.co.uk>.
- 7.2 To ensure that all Potential Suppliers have equal access to information regarding this PTME exercise, responses to questions raised by Potential Suppliers will be published in a “Questions and Answers” document, which will also be circulated by email, with updates appearing at regular intervals (approximately two to three working days).
- 7.3 Responses to questions will not identify the originator of the question.
- 7.4 If a Potential Supplier wishes to ask a question or seek clarification without the question and answer being revealed, then the Potential Supplier must state this in their email and provide its justification for withholding the question and any response. If the Authority does not consider that there is sufficient justification for withholding the question and the corresponding response, the Potential Supplier will be invited to decide whether:
- 7.4.1 the question/clarification and the response should in fact be published; or
  - 7.4.2 it wishes to withdraw the question/clarification.

## **8 SUPPLIER DAY**

- 8.1 The Authority is intending to hold a supplier day on 14 February 2020, between 10:00 – 12:00 at a central London location.
- 8.2 Potential Suppliers may register to attend the supplier day submitting a message via the Bravo portal <https://dclg.bravosolution.co.uk>. Attendees will be limited to 2 per organisation.
- 8.3 Further information can be found at <https://dclg.bravosolution.co.uk>

Potential Suppliers may raise questions or seek clarification regarding any aspect of this process by 17:00 hrs (GMT) on 17 February 2020.

Questions must be submitted within the event "pqq\_13 – UK Holocaust Memorial and Learning Centre - Expression of Interest".

To use this service:

Register for a free account at <https://dclg.bravosolution.co.uk>

Click the 'PQQs Open To All Suppliers' link. (These are Selection Questionnaires (SQ) open to any registered supplier).

Click on the relevant PQQ to access the content i.e. "pqq\_13 – UK Holocaust Memorial and Learning Centre - Expression of Interest".

Click the 'Express Interest' button at the top of the page.

This will move the PQQ into your 'My PQQs' page. (This is a secure area reserved for your projects only) You can now access any attachments by clicking 'Buyer Attachments' in the 'PQQ Details' box

Click 'My Response' under 'PQQ Details', you can choose to:

- 'Create Response', or,
- 'Decline to Respond'

You can now use the 'Messages' function to communicate with the Authority and seek any clarification.

## **9 GENERAL CONDITIONS**

- 9.1 This PTME will help the Authority to refine the requirements and to understand the Potential level of interest in the delivering requirements. It will also aid Potential Supplier's understanding of the requirements in advance of any formal competitive tender exercise.
- 9.2 The Authority reserves the right to change any information contained within this PTME at any time, and Potential Suppliers rely upon it entirely at their own risk.
- 9.3 The Authority reserves the right not to proceed with a competitive tender exercise after this PTME or to award any contract.
- 9.4 Any and all costs associated with the production of such a response to this PTME must be borne by the Potential Supplier.
- 9.5 No down-selection of Potential Supplier will take place as a consequence of any responses or interactions relating to this PTME.
- 9.6 The Authority expects that all responses to this PTME will be provided by Potential Suppliers in good faith to the best of their ability in the light of information available at the time of their response.
- 9.7 No information provided by a Potential Supplier in response to this PTME will be carried forward, used or acknowledged in any way for the purpose of evaluating the Potential Supplier, in any subsequent formal procurement process.