

New RIBA Competition

Cancer Treatment Centre for Guy's & St Thomas's Hospital

Preliminary Briefing Paper

Expressions of interest are invited from contractor led design teams for the design of a new Cancer Treatment Centre for Guy's & St Thomas's Hospital. The approximate budget is £90m. 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), is committed to providing a world class Cancer Treatment service and therefore wishes to build a world class facility to reflect the quality of care it provides. The building will be required to lift the spirits for those who use it and achieve the highest standards of sustainability. The successful team will recognise the need to strike a balance that considers cost, long-term value and architecture. The winning consortium needs to display the ability to work together as a team, and with the client and other key stakeholders to generate an outstanding vision and to see the vision through to completion on site.

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.

In using the RIBA to promote and manage the competition the Trust aims to attract interest from architects with exceptional design skills. Accordingly a design-focussed judging panel has been selected which includes architect Simon Allford of Allford Hall Monaghan Morris, and an honorarium of £20,000 (plus VAT) will be paid to each consortia invited to the design stage of the competition. This will be the second 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.

Introduction

Cancer is the leading cause of death worldwide and the total numbers are increasing. Cancer diagnosis, prevention and care are subsequently an integral part of the day-to-day work of the NHS and one of the main focuses of improvement and investment.

In December 2007, the Government published the Cancer Reform Strategy (CRS) which sets a clear direction for services for the next five years. In order to address the challenges set in the CRS, and to support the wider global fight against cancer, Guy's and St Thomas's NHS Foundation Trust in collaboration with King's College Hospital NHS Foundation Trust and King's College London conceived the idea of developing an Integrated Cancer Centre (ICC).

The aim will be that the ICC will deliver world class cancer services for patients across South East London and beyond, providing the very best cancer service to patients, combining first class clinical care with groundbreaking research. Through the phased development of the Guy's site, the ICC will establish adjacencies that aid clinical care and integration of research, avoiding existing duplication of similar services across multiple sites and thus creating an environment that supports patients through what is a difficult and stressful time.

The new 19,000m² (approx) Cancer Treatment Centre will be the first phase towards achieving the wider ICC objective and the redevelopment of the Guy's Hospital site in the long term to modernise facilities and ensure sustainable health care provision. The Trust has set the standard to achieve BREEAM rating outstanding for the Centre.

Cancer Treatment Centre

The philosophy of the Cancer Treatment Centre (CTC) will be to deliver the highest possible quality care in a dedicated cancer care environment. The CTC facility will eventually include the majority of cancer services. It will be a standalone building which will be able to deliver tangible and measurable patient benefits from its first operational day. The facility will include cancer treatment including support services but no in-patient beds.

Cancer is a complex disease that presently is matched by the complexity of the journeys that patients are asked to make during the course of their diagnosis, treatment, recovery and the terminal period of their lives. For example, a local Lambeth patient with breast cancer can be required to attend clinics or treatment areas in eight wings and thirteen separate locations across both sites during the course of their illness and treatment. The vision of the CTC is that the majority of cancer patients will receive their treatment within this building and in an environment that reflects the reputation of the Trusts.

In summary the primary aims of the CTC will be to :

- maintain at all times a focus on the patients' needs and perspective, with the aim of achieving the ultimate goal of 'transforming the experience of cancer patients'
- minimise the number of 'steps' in a pathway
- use the latest techniques and technology to ensure sustainable state of the art care

- remove departmental boundaries by reducing the 'ownership' of facilities and providing shared accommodation
- maximise flexibility by minimising 'dedicated' rooms and increasing the numbers of generic facilities
- create an environment that will facilitate the integration of R&D into clinical care and the education of the next generation of practitioners of cancer care.

The client recognises the inevitability of change in the clinical brief both in the design stages and ever more during the life of the building. Equally they are of the view that anonymous efficiency and flexibility is unlikely to offer the world class facility they require. The competition therefore looks to the entrants to clearly identify how they will address the requirement for a sequence of public spaces that are recognisable, understandable and memorable that help ensure that the many different series of journeys taken by the patient and carer are as comfortable and pleasant as they can be expected to be. They must also show how the clinical spaces (that serve onto the public realm of the building) will themselves be serviced and adapted as medicine and technology evolve.

Site and Context

Guy's Hospital was founded on its current site in 1825. Southwark Council has identified the London Bridge neighbourhood as an area of major urban regeneration and a number of major projects are either planned or underway. Guy's & St Thomas' NHS Foundation Trust will play a key role in this ambitious regeneration programme.

The Guy's site is currently limited by an existing building stock of variable quality and a layout that makes way finding difficult, and a lack of architectural identity. The potential has been identified to support building of up to 125,000m², based on plot ratios for nearby sites and informal discussion with planners. Redevelopment also provides an opportunity to improve the hospital's identity, with an appropriate entrance for a major destination and with north-south and east-west communication routes opened up to improve accessibility of the site.

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 a contractor/developer, architect, engineers and quantity surveyor 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 longlist of between 8 to 12 will be selected and invited to interview. No design work is required at this stage.

Stage Two – Submission and Presentation of Design Concepts

- c) Up to six teams invited to the design stage, which will involve :
 - site visit and open ‘briefing session’ to include presentations from the client team
 - interim briefing and workshop session allowing teams to meet, on an informal basis, with key hospital staff
 - 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 £20,000 (plus VAT) will be paid to each shortlisted team invited to develop design proposals. No payment will be made for participation at the long list stage. 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	15%	<ul style="list-style-type: none"> - 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	15%	<ul style="list-style-type: none"> - 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	30%	<ul style="list-style-type: none"> - design flair & creativity. - previous experience with relevant projects of a similar scale - understanding of designing for the Health Sector - 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 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%	<ul style="list-style-type: none"> - ability to meet programme dates - ability to work within budget constraints
Sustainability	20%	<ul style="list-style-type: none"> - 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 Adviser for this competition Simon Allford of Allford Hall Monaghan Morris.

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.
- 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.
- Understanding of designing for the Health Sector.
- 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 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, 25 th March 2010
Selection of Longlist :	15 th /16 th April
Interim Interviews with Longlisted Teams :	27 th & 28 th April
Shortlist Notified, Brief Issued :	w/c 3 rd May
Briefing/workshop with staff :	w/c 17 th May
One-to-one Briefing Sessions :	w/c 7 th June
Submission of Designs :	1 st July
Technical Appraisal :	5 th – 22 nd July
Final Judging / Interviews :	30 th July
** Result, preferred team identified :	mid August

** 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.