

Leeds Teaching Hospitals NHS Trust

Building the Leeds Way Programme

HIP1 Hospitals of the Future Project

Market Engagement Up-date



25 September 2020

NOTE: the information contained within this market up-date is subject to further change and is intended to up-date the market on the Trust's latest proposed delivery approach.



Hospitals of the Future



2019

- ✓ Funding Announcement – HIP1
- ✓ Develop Resources Plan
- ✓ Commence Enabling Works
- ✓ Planning Committee Approval – Outline Planning



2020

- ✓ Continue Enabling Works
- ✓ Implement Resource Plan
- ✓ Maternity & Neonates Consultation
- ✓ CSU & Patient Engagement
- ✓ Hospital Design Brief
- ✓ Develop Change Plans
- ✓ SOC/OBC
- ✓ Prep for Procurement
- ✓ Commence Procurement



2021

- Continue/ Complete Enabling Works
- Appoint Design Team (*subject to Procurement Strategy*)
- Develop the Design
- Implement Change Plans
- Continue Staff & Patient Engagement
- Commence Contractor Procurement (*subject to Procurement Strategy*)



2022

- Create Temporary LGI Entrance/ Temporary Signage
- Relocate Main Entrance/ External Signage
- Planning Consent
- Complete the Deal**
- Contractor Mobilisation
- Implement Change Plans



2023

- Commence Construction of New Healthcare Buildings
- Implement Change Plans
- Open New Pathology Lab & Decant*
- [Commence Repurposing of Old Medical School]*



2024

- Staff & Patient Engagement
- Wayfinding
- Colour Schemes
- Commence Phased Selection & Procurement of Equipment
- Commence Phased Contractor Commissioning
- Implement Change Plans



2025

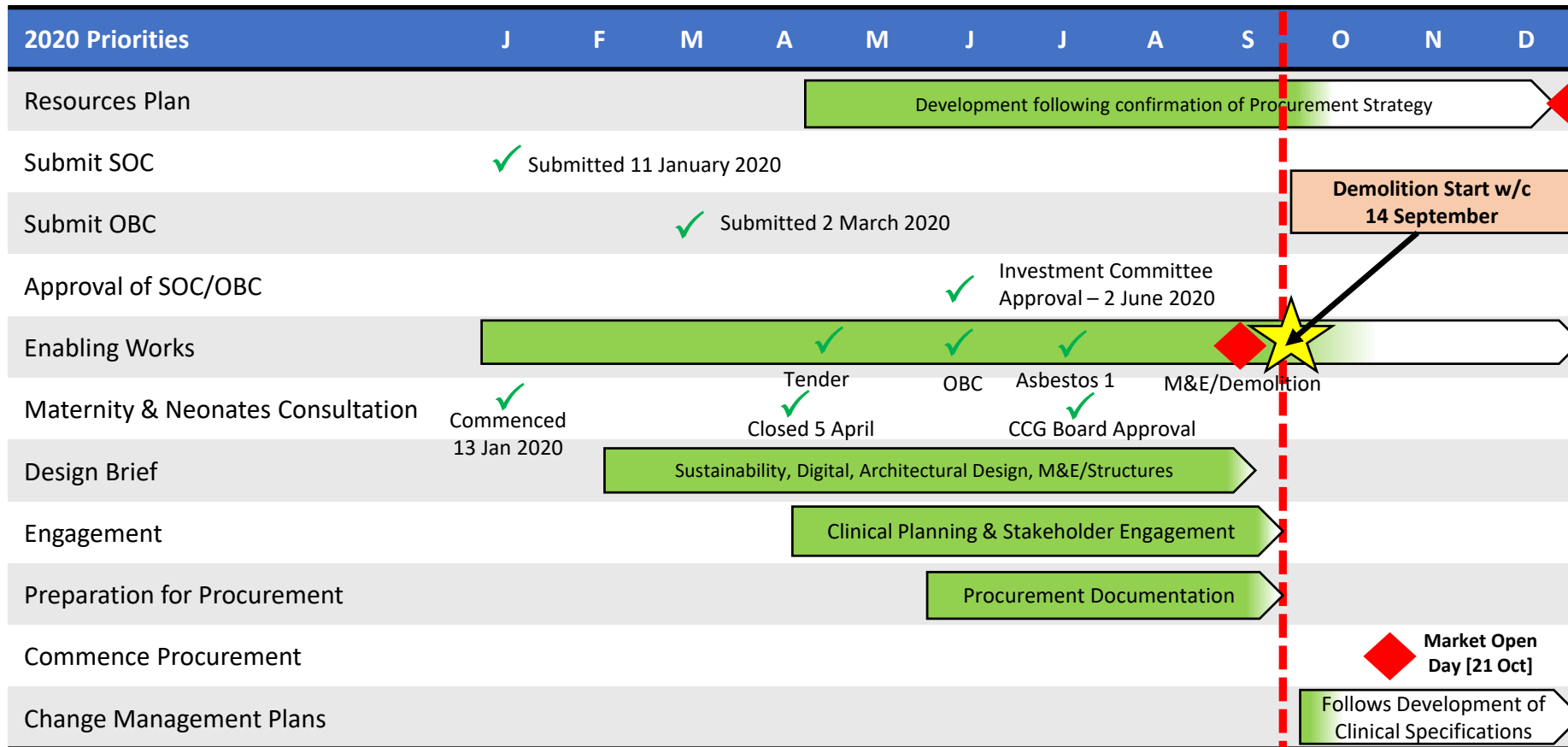
- Site Visits/ First Look for Staff
- Formal Staff Familiarisation
- Contractor/ Trust Commissioning
- Completion of Works
- Implement Change Plans



2026

- Trust Commissioning
- Decant & Transfer
- Implement Change Plans
- Commence Clinical Service Operation
- Demolition of Surplus Estate
- Commence Construction of Car Park

Hospitals of the Future Project – 2020 Priorities Progress Check



Demolition Start w/c 14 September



Follows Development of Clinical Specifications

Hospitals of the Future Project

Overview of the Procurement Strategy



Design Team Procurement Principles

- **Separate Design Team & Contractor Procurements**
- Design competition for Architect/Lead Designer role (to include specialist services)
- Design Competition:
 - Concept designs; fees to develop the design; engagement; design approach/methodology
- Separate OJEU procurement for key design team role – Building Services (“MEPH”), Sustainability & Digital Design
- Framework appointments: for other technical design team roles – Civils & Structures; Cost Management; NEC PM; H&S; PD
- Technical Design Assurance Appointments to also be procured (retained by Trust throughout)
- Form of all Consultant Contracts – NEC 4 Professional Services

Design Development

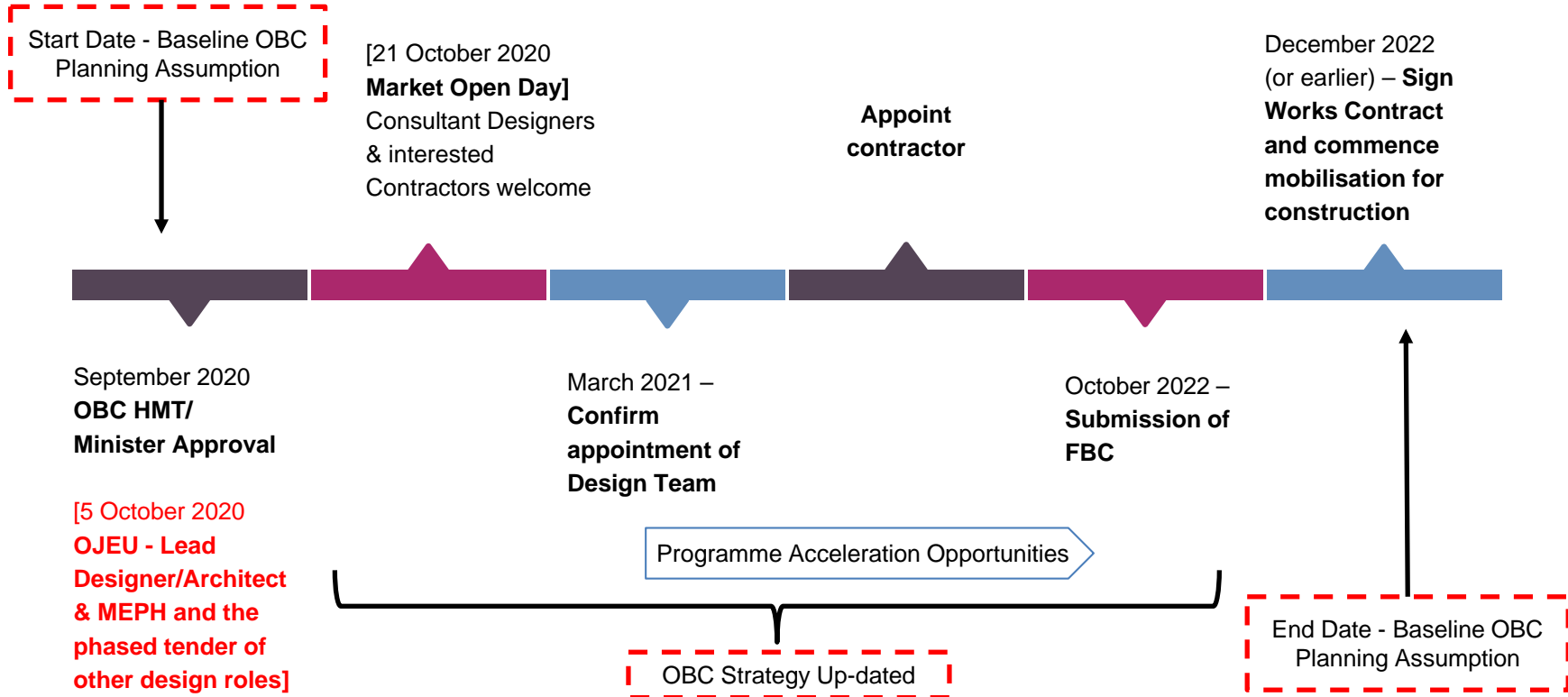
- Design Team develop design solution to RIBA 2
- Contractor advisory role during RIBA Stage 2
- Buildability Consultant also to be appointed to consider design and different construction approaches to ensure:
 - design does not restrict construction
 - construction/ buildability risk assessment
 - programming assessment

Contractor, GMP, FBC & Sign Contract

- Contractor procurement to commence prior to/at the start of the design process – Contractor to provide an advisory & shadow role to completion of RIBA 2.
- Shortlist of Contractors – experience and other key principles
- Selection based upon key elements e.g. fees; approach to risk and contingency; delivery approach/methodologies; programme; contract acceptance
- Novate Design Team at conclusion to RIBA 2
- **Contractor PCSA to develop RIBA 3/4 Design**
- Tendering Work Packages
- Guaranteed Maximum Price (“GMP”)
- FBC/ Sign Contract
- **Form of Contract – NEC 4 Option C (GMP)**

OBC Outline Delivery Programme

Baseline Planning Assumptions



Current Procurement Approach



Professional Services - Design Team & Technical Due Diligence Appointments:

- The Trust is seeking to procure and appoint a number of design and technical design assurance roles.
- It is expected that some opportunities shall be advertised to the market as a whole, via an OJEU Notice, where as some shall be procured through pre-existing frameworks.
- The Trust is planning to procure a design team separate to the procurement of a Contractor.
- Key members of the Design Team shall be novated upon appointment of a Contractor whereas other design and advisor roles shall be retained by the Trust throughout the duration of the design and works.
- The Trust is targeting the commencement of its design team procurement processes in October 2020 – tenders shall be released through a phased procurement programme.
- In searching for the best consultant design team, the Trust will welcome tenders from experienced organisations as well as those organisations who wish to tender as part of a consortium.
- The Trust will be seeking to explore with all appointed design team members opportunities for the acceleration of the Trust's indicative Programme through the use of advanced/enabling works packages.

Indicative Overview of Trust Planned Procurements

Role	Lead Design Responsibility	Outline Description	Appointment & Novation
Architect/ Lead Designer (incl. Town Planning; Landscape; Fire)	Yes	Responsible for the architectural design of the new hospital including assuming responsibility for specialist design and delivery elements to include Town Planning, landscaping and fire.	Appointed by the Trust for early stages of design then novated to Contractor
Building Services (MEPH), Sustainability & Digital Designer	Yes	Responsible for the design of all building services (including mechanical, electrical and public health) and also the sustainability and net zero carbon design, and leading the digital hospital design agenda.	Appointed by the Trust for early stages of design then novated to Contractor
Civil & Structural Designer	Yes	Responsible for the civil and structural design of the new healthcare facilities including specialist design services for transport, acoustics, vibration and microclimate.	Appointed by the Trust for early stages of design then novated to Contractor
Principal Designer	No	Responsible for fulfilling the duties placed upon them by the Construction (Design & Management) Regulations 2015.	Not novated, but the Contractor shall have the option to re-appoint.
Health & Safety Advisor	No	Responsible for ensuring compliance with the CDM Regulations and during the Works, the completion of on-site health and safety inspections.	Role retained by the Trust
Buildability Consultant	No	Responsible for advising the Trust, the design team and cost consultant on the feasibility, viability and buildability of the design proposals during the early stages of the design.	Role retained by the Trust

Indicative Overview of Trust Planned Procurements

Role	Design Responsibility	Outline Description	Description
Cost Management (buildings/WLC, FM, M&E, Sustainability, Digital)	No	Responsible for proactively managing and reporting the cost of the design solution and following the appointment of the contractor, supporting the negotiation of the GMP and managing all cost aspects during the Works.	Role retained by the Trust
NEC Project Manager	No	Responsible for managing the development of the design, all NEC Contracts and following the appointment of a Contractor shall be responsible for all contractual duties of the Project Manager under the NEC4 Contract.	Role retained by the Trust
Project Planner	No	Responsible for preparing an integrated programme plan to support the management and delivery of process and project and monitoring progress against this project plan.	Role retained by the Trust
Technical Due Diligence Advisors	No	Due Diligence advisors shall be appointed for: Architecture; MEPH (to include Sustainability and Digital); Civil & Structural; and Cost. The specialist due diligence advisors shall be responsible for working with the Trust and the lead designers and advising the Trust at key periods throughout the design stage and then subsequently, during the works stage, assessing the design and contractor outputs	Role retained by the Trust
Equipment	No	An Equipment specialist shall be appointed to support the Trust in the preparation of room data sheets, prepare equipment schedules and shall be retained by the Trust to support with the implementation of its Equipment Strategy and the procurement of Trust supplied Equipment.	Role retained by the Trust

Current Procurement Approach



Contractor Procurement:

- Subject to making the expected progress with the design team procurement, the Trust anticipates commencing procurement of a contractor in early 2021.
- The Trust's timetable currently assumes that this opportunity will be advertised to the market via an OJEU Notice, however, the Trust will give due consideration to a competition under any existing or new appropriate construction frameworks that are in place sufficiently in advance of December 2020.
- On appointment, key members of the Design Team will be novated to the Contractor upon completion of RIBA Stage 2.
- The Trust will use a PCSA for the development of the RIBA 3/4 design and (assuming a GMP is agreed) an NEC4 Option C Contract thereafter.
- The Trust will be seeking to explore with shortlisted contractors, opportunities for the acceleration of the Programme by the use of advanced/enabling works packages during the PCSA Stage as well as other programme efficiency options.