

The Glasgow School of Art Garnethill Estates Development: Master-Plan and Phase 1

Selection of Project Management Consultant: Stage 1

1.0 Introduction

The Glasgow School of Art (the School) is recognised as one of the leading art schools in the UK. Its student, staff and graduate achievements are outstanding; its academic status, by any measure, is high and its worldwide reputation is quite exceptional. In cultural, social and economic terms, it is one of Scotland's glories. However, its current estate cannot sustain the legacy. It is unfit for purpose, ineffective, inflexible and recognised as being the single greatest risk to the School's long-term academic and financial sustainability.

Following extensive discussions with the School, the Scottish Funding Council has recently noted its willingness to commit, in principle, up to £50 million to fund the first phase of a significant redevelopment of the School's estate; subject to approval of the business case currently under consideration. Confirmation of approval to proceed is anticipated from the SFC by February 2009.

The planned first phase development (c.11,250m²) will see the redevelopment of the School's city centre site immediately facing its internationally renowned, and Grade A listed, building designed by Charles Rennie Mackintosh (1909) – see map site plan overleaf). Therefore - notwithstanding the School's vision for its 21st century estate and its own prominence and values as a leading design-led institution - the status and sensitivities of the site will require a creative and effective design solution of the highest quality.

The successful implementation and delivery of the project will require the comprehensive and coordinated planning and management of the processes necessary to achieve the School's aims and objectives, whilst continually operating within the programme and budgetary constraints of the project. Allied to this, business continuity is also vital for the School, and the project must ensure that temporary decant space is sourced, secured, fitted-out, occupied and maintained for the necessary duration of the works.

To deliver the design and specification the School aims to appoint an architect-led team of design consultants, which is capable of working effectively with the GSA to create, firstly a master-plan strategy for the estate as a whole, and then to complete a full design service for the phase 1 building. The School's aim is to make this appointment through an international competition which extends beyond the minimum requirements of the necessary OJEU processes. It also aims to make a separate appointment for cost consultancy services.

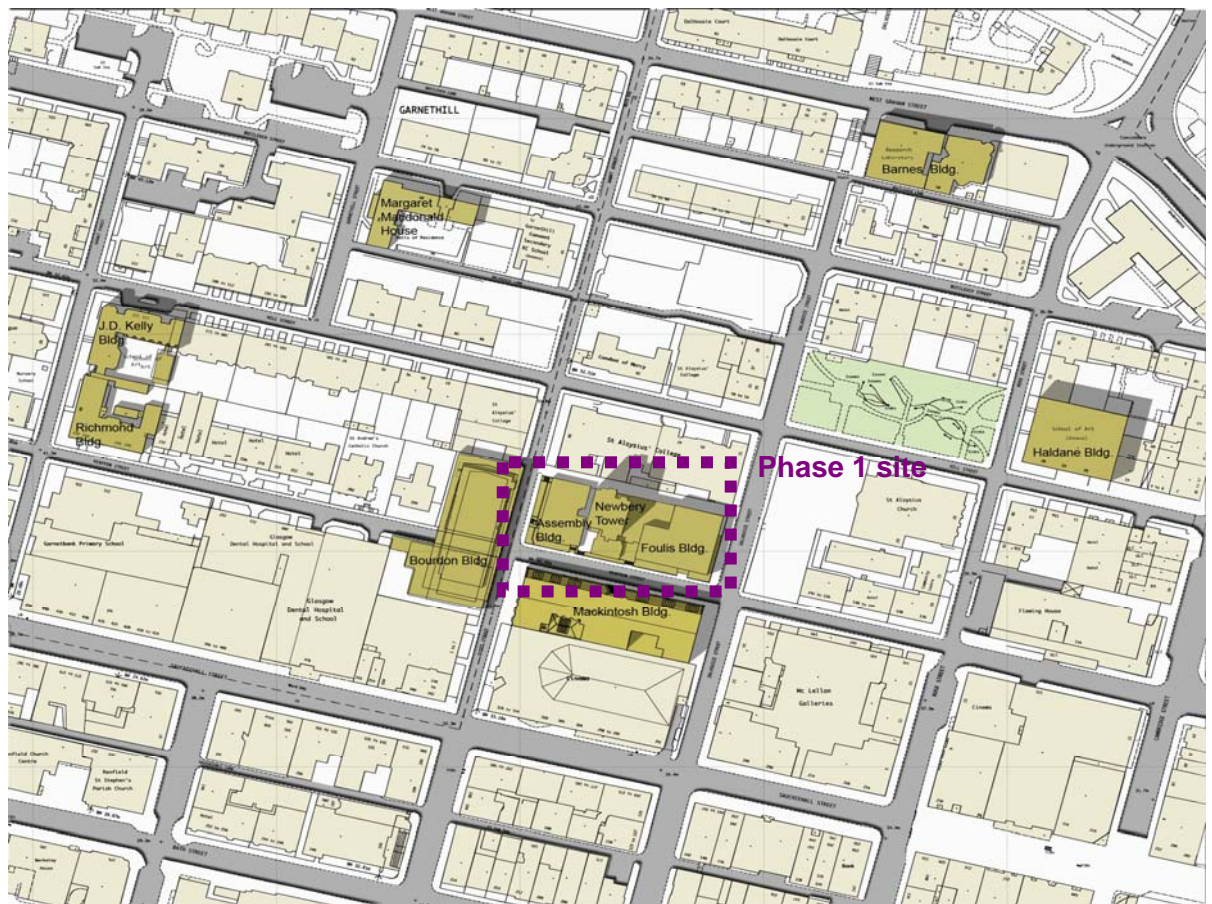
To help plan and deliver all aspects the Phase 1 project successfully, the GSA seeks firstly to select and appoint a suitably skilled and experienced Project Manager. Having expressed an interest in being considered for this vital role you are therefore invited to participate in the selection process for this appointment, and this document outlines the anticipated scope of service and the deliverables required for consideration.

2.0 Overview of Appointment

The School seeks to appoint a suitably skilled and experienced consultant to undertake Project Management services on its behalf to ensure the master-plan exercise and phase 1 building project are undertaken and completed successfully, within the quality, cost and programme requirements necessary.

The successful delivery of the project will also require temporary accommodation to be procured, occupied and effectively operated for the duration of the construction works on site and for a mobilisation strategy for occupying the phase 1 building to be planned, coordinated and implemented. The role of the Project Manager will also include this vital aspect of the project.

The site for the phase 1 works is immediately opposite the Grade A-listed Mackintosh Building and is highlighted on the extracted map of central Garnethill, Glasgow. Three buildings currently sit on this site and the preferred option for development (which is currently being considered by the Scottish Funding Council) is the demolition of these buildings and their replacement with a single new building.



The illustration above also highlights other properties in the School's estate. The proposed estate redevelopment envisages a rationalisation of this accommodation onto fewer sites. This will be undertaken in a phased approach, with the highlighted site being phase 1. The remit of the Phase 1 project will include a master-planning exercise

for the whole future estate by the selected Design Team to establish the best use of each site and thereafter the full design and specification (by the same Design Team) of the Phase 1 building itself and then its construction on site. The Project Manager's role will be expected to cover this full range of activities.

It should be noted that, at this stage, no firm decision has been taken on the construction procurement route to be adopted; however the School appreciates this must be sufficiently addressed for inclusion in the final stages of the Design Team competition process and the Project Manager will be expected to advise on the optimum route to achieve the School's aims and objectives and minimise the project risks.

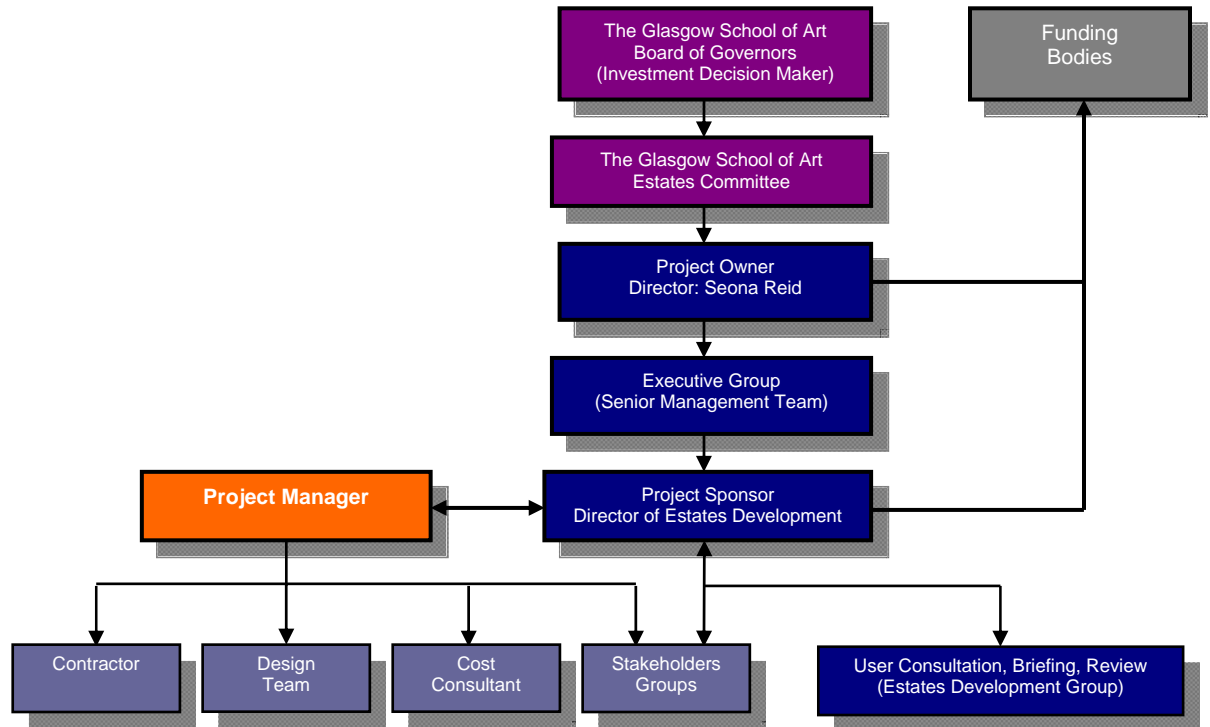
For guidance, the current phase 1 project programme anticipates that the Project Manager will be appointed in early 2009; the Design Team should be appointed in June 2009; leading towards construction commencement in mid 2011 and a completed phase 1 building in mid 2013 (in readiness for the 2013/ 2014 academic year). Applicants for consideration should be mindful of these timescales, and the successful Project Manager will be expected to advise on the detailed programme of activities necessary to meet these requirements (see scope of service below).

The overall anticipated cost of construction works, at current (3Q 2008) prices, is c. £27.5 million: this figure includes contingency, demolition costs and FF+E, but excludes fees and VAT.

3.0 Project Manager's Role

- 3.1 The School wishes to appoint a Project Manager with the key objective of delivering the project on time, on budget and in accordance with the agreed brief. In outline terms, the appointed Project Manager will report to the School's Director of Estates Development (DED) as the Project Sponsor, and the School will be looking to the appointed person/firm to provide advice at all stages of the project, including the most appropriate procurement methods and contract arrangements. Once these decisions are agreed and taken, the Project Manager will manage the various procurement processes and coordinate the work of the design team, main contractor and any other specialist contractors directly appointed by the School to an agreed timetable, working as the client's representative. The Project Manager will also represent the School (assisted by the Architect and DED) in discussions with the local authority and other statutory bodies in relation to planning, listed building, conservation area, building warrant and other necessary consents. A more detailed scope of service is provided below.

The flowchart diagram below illustrates the proposed communications structure for the project, with particular reference made to the Project Manager's relationship to the School through the Director of Estates Development and to the consultant and contractor teams.



It is expected the Project Manager’s role will encompass the following broad services (see 4.0), and stage 1 (Pre-Qualification) tender submissions should be based on this premise. However, these activities may be supplemented (or omitted) as required at later stages, and any added value services offered by your company may also be highlighted.

4.0 Project Manager’s Scope of Service

4.1 It is expected the Project Manager’s role will encompass the following broad services, and Stage 1 submissions should be based on this premise. However, these activities may be supplemented (or omitted) as required and by agreement (NB – these activities are not necessarily in chronological order). Please also note that – in addition to the master-plan and phase 1 building – these services will, where appropriate, also be required for the temporary decant space(s) necessary to maintain business continuity and allow the main works to proceed: -

4.2 General

- 4.2.1 To be the lead consultant and principal contact for all works relating to the project and to be responsible for coordinating liaison between the Design Team (which is proposed to be appointed as a single, multi-disciplinary appointment led by the Project Architect), other consultants and contractors and the School’s Director of Estates Development;
- 4.2.2 Maintain a close working relationship on a day-to-day basis with the Director of Estates Development and keep him fully briefed on all aspects of the project development;
- 4.2.3 Prepare, implement, monitor and maintain a Project Execution Plan – which should be established at the outset of the commission – to define the roles and responsibilities for

all parties responsible for the project's delivery and the project management processes and control measures to be implemented;

- 4.2.4 With the Director of Estates Development and the Lead Consultant of the Design Team, monitor and assist in the co-ordination of the efforts of the consultants, advisors, contractors and suppliers;
 - 4.2.5 Plan and continually monitor the progress of design work in achieving the Client's requirements and review the project deliverables;
 - 4.2.6 Check that appropriate information is provided to the School's Director of Estates Development and ensure he is aware of decisions required of, and information required from, the School;
 - 4.2.7 Assist in the preparation of the master-plan and any viability or feasibility studies required and advise on the need for research;
 - 4.2.8 Prepare, monitor and continually update a Risk Schedule for the project and direct proposals for managing and/ or mitigating risks as the project progresses;
 - 4.2.9 Advise on practical aspects of the developing design, in particular aspects of build-ability and construction logistics; check that consultants review design, build-ability and technical design proposals with specialist contractors, suppliers and the School's academic, technical and support staff as appropriate;
 - 4.2.10 Plan temporary accommodation arrangements in conjunction with the Director of Estates Development and ensure that adequate practices, procedures, design and contract works are in place to enable a smooth transmission to temporary spaces and maintain business continuity for the School.
 - 4.2.11 Check compliance with health, safety, fire and associated issues and prepare and co-ordinate client input to statutory approvals applications; co-ordinate regular reports on health and safety matters; liaise with utility companies as may be required on the School's behalf;
 - 4.2.12 Report on quality control procedures for the execution of the works by the contractors;
 - 4.2.13 Advise on and review the necessary insurance arrangements by all parties;
 - 4.2.14 Attend meetings with the School's Project Group and Estates Committee as necessary.
- 4.3/

4.3 Briefing

- 4.3.1 Assist the co-ordination of the output of the Director of Estates Development, the wider client team and the consultants in the preparation of the design brief;
- 4.3.2 Collate and prepare the project's strategic objectives and other necessary information for use in support of statutory and funding/ gateway approval applications and negotiations;
- 4.3.3 Programme and organise briefing workshops as required with the Design Team and the School's project team and academic and support departments, to examine, review and report on all aspects of the brief;
- 4.3.4 Organise, programme and report on technical area requirements where necessary, in conjunction with the School's technical staff and consultants;
- 4.3.5 Programme and manage the appropriate signing off and approval processes for the brief, the master-plan and the phase 1 building design as they progress through the development stages.
- 4.3.6 Assist the Estates Development team (on behalf of the School) to collate and prepare the agreed detailed client brief before the end of RIBA Stage D and thereafter ensure that any other detailed briefing requirements are coordinated, planned and actioned (e.g. Room Data Sheets, technical equipment specifications, etc)
- 4.3.7 Monitor and advise the Director of Estates Development on the impact of changes to the brief and implement and manage change control procedures.

4.4 Programme

- 4.4.1 Assist and advise on the development of the master programme from concept to completion. Ensure that design development, sign-offs, applications for funding/ gateway approvals, statutory consents etc are submitted by all parties concerned in accordance with the master programme;
- 4.4.2 Review all proposed and/or actual changes to the brief, programme, design or scopes of the works, and advise the Director of Estates Development of any material change in terms of achieving key dates, financial viability, quality or function;
- 4.4.3 With the Director of Estates Development and the Design Team, continually monitor and regulate programme and progress; provide monthly reports on progress and issues to be resolved to the School and to funding bodies (as required);
- 4.4.4 Organise and Chair regular Progress Meetings and ensure that the necessary actions to maintain the successful delivery of the project are identified, allocated, understood and completed.
- 4.4.5 Maintain and monitor a programme of key dates for information exchange with the Director of Estates Development, the Design Team and (once appointed) the main Contractor;
- 4.4.6 Provide a summary of site progress to the Director of Estates Development;

- 4.4.7 With the School and consultants, develop and appraise phasing options and transitional arrangements during demolition and construction, to ensure that the School's objectives for continuing its business throughout the project are met.

4.5 Procurement

- 4.5.1 In consultation with the consultants, review options in terms of the project's objectives and success criteria and advise the Director of Estates Development on appropriate procurement routes and manage the procurement processes, defining where specific inputs or additional information is required to achieve them;
- 4.5.2 Ensure that all procurement processes conform to EU requirements, where necessary;
- 4.5.3 In consultation with the Director of Estates Development and the School's advisors, advise on the appointments of consultants and contractors, including the schedule of duties/ scopes of service, and arrange for the preparation of contract documentation (consultants will include, as a minimum: architect, civil and structural engineer, building services engineer, cost consultant and planning supervisor/ coordinator. NB – it is currently proposed that the architect and engineering services will be commissioned through a single multi-disciplinary appointment, led by the architect. The School also proposes to appoint a Competitions Advisor to assist in the procurement of consultants).
- 4.5.4 Co-ordinate, if necessary, the pre-qualification processes with the consultants and the Directorate of Estates Development and present recommendations to the School for all appointments/ contracts as required;
- 4.5.5 Help to provide a review of the tender processes for the appointment of all consultants and the main contractor/ construction manager (and/ or specialist contractors as required under the chosen construction procurement route);
- 4.5.6 Supervise and report on negotiations with the consultants and main contractor (and any other specialist contractors directly appointed by the School).
- 4.5.7 Act as the School's agent/ contract administrator and issue all instructions and certificates to the Contractor/ Construction Manager. Similarly, administer and manage the flow of information and certifications etc between the School, contractor and consultant teams;
- 4.5.8 Prepare all documentation, including material required for procurement processes, contracts, returns for funding bodies, etc required by the project.
- 4.5.9 Assist in the monitoring and reporting of quality on site.
- 4.5.10 Agree a snagging and handover programme for the completed works; monitor the completion of remedial works; ensure testing and commissioning has been completed prior to occupation; obtain and collate contract record drawings, operating manuals and guarantees etc and arrange formal handover to the School.
- 4.5.11 Post-occupancy, monitor defects arising and remedial works by the contractor in accordance with the contract; liaise and respond as appropriate regarding any

representations made concerning defects; administer the issue of certification to confirm the making good of defects and final completion of the works.

4.5.12 Advise the School on the issue of the Certificate/ Statement of Final Completion for the construction contract.

4.5.13 Advise and assist the School in post-occupancy evaluations.

4.6 Cost

4.6.1 Monitor budgets, costs and payments; ensure the maintenance of a master cost plan in collaboration with the cost consultant;

4.6.2 In collaboration with the consultants, assist in the preparation and maintenance of cash flow forecasts and statements for monitoring project expenditure;

4.6.3 Provide financial progress reports on the scheme to the School's Director of Estates Development, identifying any issues that need resolution and advising on possible options;

4.6.4 In collaboration with the consultants review the cost/ value benefit of design proposals.

4.6.5 In conjunction with the cost consultant, resolve the Final Account for the works.

5.0 Selection Process

5.1 For the selection process leading to the appointment of the Project Manager, the GSA's intention is to employ a two-stage (Restricted) route. The purpose of Stage 1 of this selection process is to invite firms wishing to be considered for appointment to provide relevant information on a Pre Qualification Questionnaire template by the due date (see below). This information will be reviewed by the School and a short-list of no fewer than five and no more than eight firms will be invited to submit further details and a fee tender at Stage 2. Some or all short-listed firms may also be invited for an interview at the School prior to a final decision being taken on the successful applicant.

5.2 Stage 2 evaluation will be on the basis of best value, and an appropriate weighting will be applied between 'quality' and 'cost' responses. The weighting to be applied and further selection criteria will be notified to the short-listed firms in the Stage 2 tender information.

5.3 Applicants should note at this stage that: -

- The commencement and progression of the Phase 1 project is dependent upon Gateway 1 approval to proceed being granted by the Scottish Funding Council (see 1.0), with a decision expected by end February 2009. Therefore no formal appointment of a Project Manager will be made until this approval is received by the School.
- The Glasgow School of Art is under no obligation to select any of the firms applying for this commission through this current selection process.

- Whilst the appointment currently being progressed is for Phase 1 only of the School's Estate Redevelopment Strategy, it is the intention that – subject to satisfactory performance and appropriate timing – the appointed Project Manager will be retained to oversee any subsequent phases.

6.0 Submission Deliverables

For Stage 1 of the Project Manager appointment process, applicants are asked to submit **two copies** of a completed and signed **Pre-Qualification Questionnaire** (and any supplementary annexes to the PQQ) by the due date for assessment by the School.

Stage 1 Tender Timescale

Friday 07 November 2008	Issue Stage 1 OJEU notice
Wednesday 17 December 2008 *	Pre Qualification Information returned
Friday 19 December 2008	Assessment of responses
January 2009	Short-listed applicants to be notified
	Not short-listed applicants to be notified.

* Please note that completed Pre-Qualification Questionnaires are to be returned to the address below by **12.00 noon** on the **17 December 2008**.

Envelopes should be clearly marked: -

'Glasgow School of Art: Garnethill Estate Redevelopment
Project Manager Appointment'

7.0 Contact Details

Submissions should be issued to the following address: -

David Miller
(Director of Estates Development)
The Glasgow School of Art
167 Renfrew Street
Glasgow G3 6RQ

The principal contact at the Glasgow School of Art for this exercise is: -

David Miller Director of Estates Development, Glasgow School of Art
T: 0141 353 4743 E: d.miller@gsa.ac.uk