

WHO'D BE A CONTRACTOR?

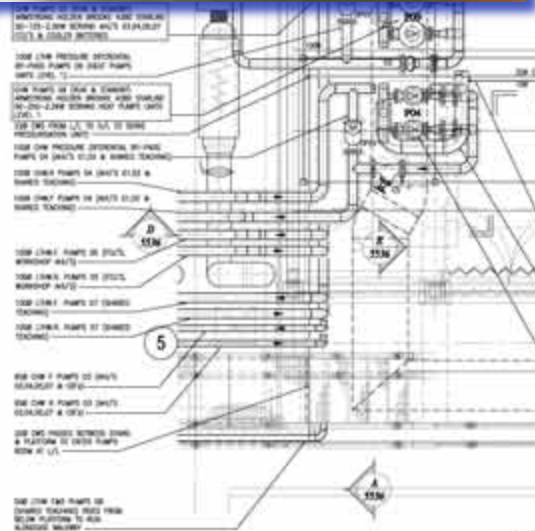
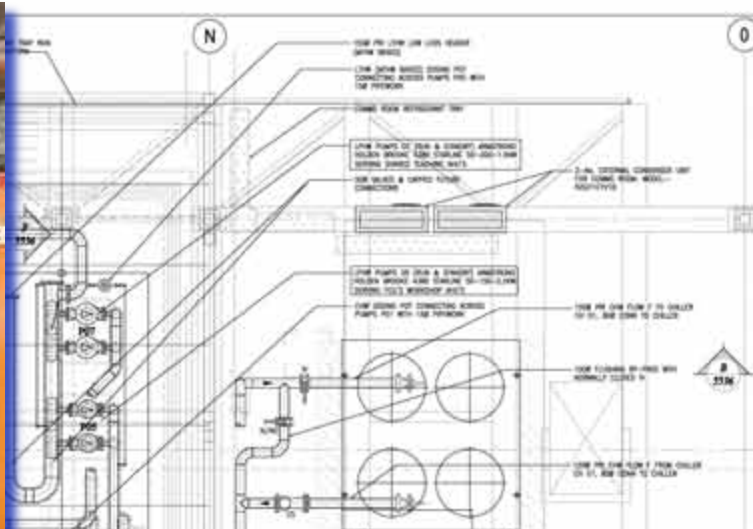
A personal reflection on the role of a building services contractor
by

Graham Manly

Director Gratte Brothers Limited

Past President HVCA





PLAN Scale 1:25

TYPICAL 1970s CONTRACTING PROCESS



Tender package (completed design)



4 / 5 named tenderers



Selected tenderer nominated to M/C



Design usually frozen



Construction programme agreed



Work valued by PQS and certified by Architect

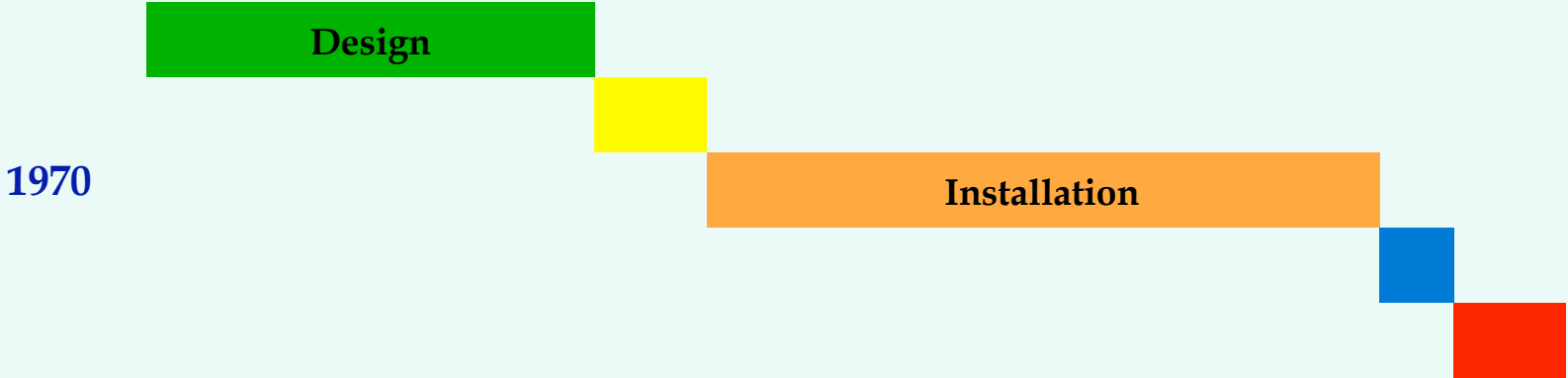


Engineering problems/issues resolved collaboratively



Project invariably over ran, but we all had a party on completion









The Time Line



38 months

- Design
- Procurement
- Installation
- Commissioning
- Occupation

Today's Process

-  Usually starts with a unique 'prequal' per project
-  Interviews to produce shortlist (maybe 6 - 8)
-  M/C seeks tenders by e-mail and website download
-  All project information produced to date is available
-  Information changes or is updated during tender
-  Mid bid interviews used for contractors to list deficiencies in design
-  RFI answers invariably add to confusion
-  Need to price compliance and risk instead of tube and fittings

Typical Examples

E-mails received *"out of the blue"*

Subject: PTS Plant Upgrade Project

Attention Mr Simon Burgess

Dear Simon

Please find attached the following documents:

1. Enquiry documentation (pdf format)
2. Specification (pdf format)
3. Drawings (pdf format)

Please would you acknowledge receipt by return. In addition please confirm attendance for the site visit as set out in the documents.

Regards
Peter Cummins

Typical Examples

Subject: Project Artemis

Dear Sirs

You are invited to submit a tender for (**Package 7000, Electrical Services**), in connection with the above project.

The tender information can be downloaded using the following link:

www.realtimedata/tenderer_logon/wxds/q7743

Please use the following:

User ID:	Gratte
Password:	tenderer123

You will be able to change the password, at the initial logon screen.

Please do not reply to this e-mail.

Sent on behalf of Real Time Data Solutions

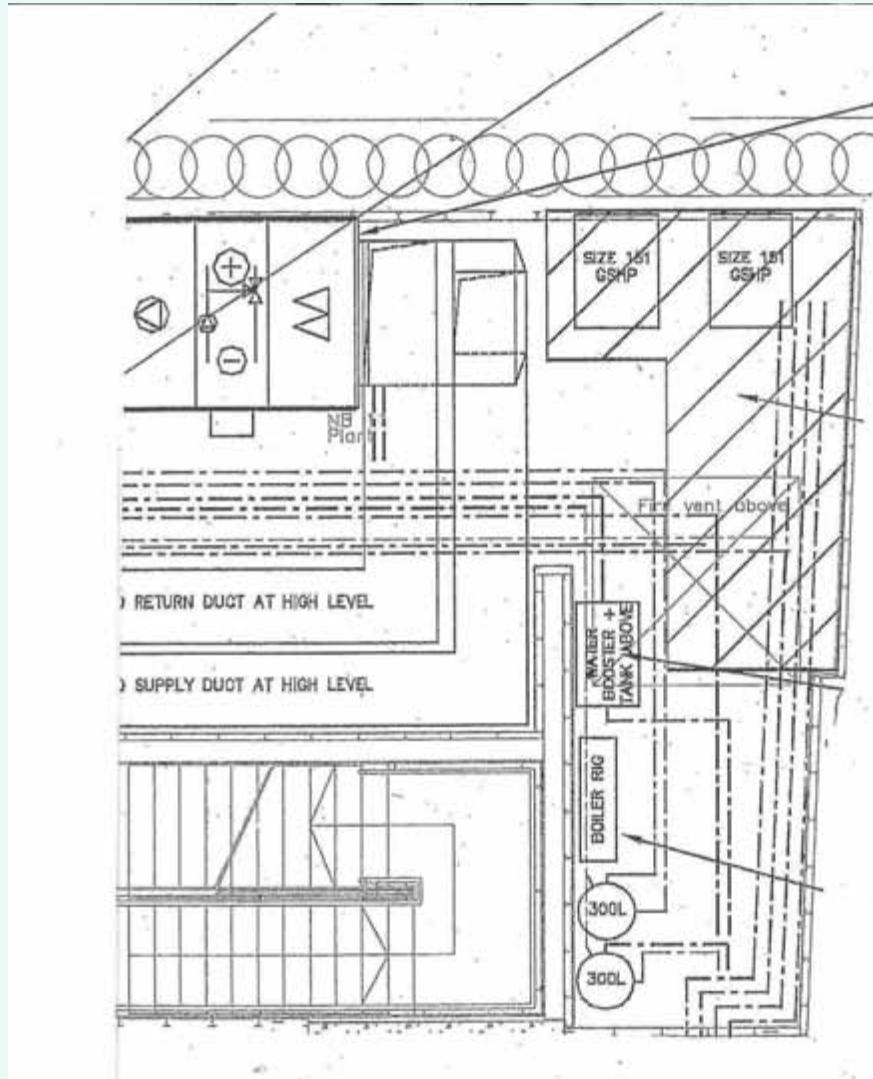
Typical Examples



∴	T3	Tender Addendum 2	July 2010
	T2	Tender Addendum 1	June 2010
	T1	Tender Issue	May 2010
	Ref	Revision	Date

Strickland and Partners
Building Services Engineers
Cumberland House
High Street
Basingstoke BA17 6RX
Tel: 017832 58757
Fax: 017832 58710

Typical Examples



Details omitted for clarity

Who needs information when you can guess it?

Typical Examples

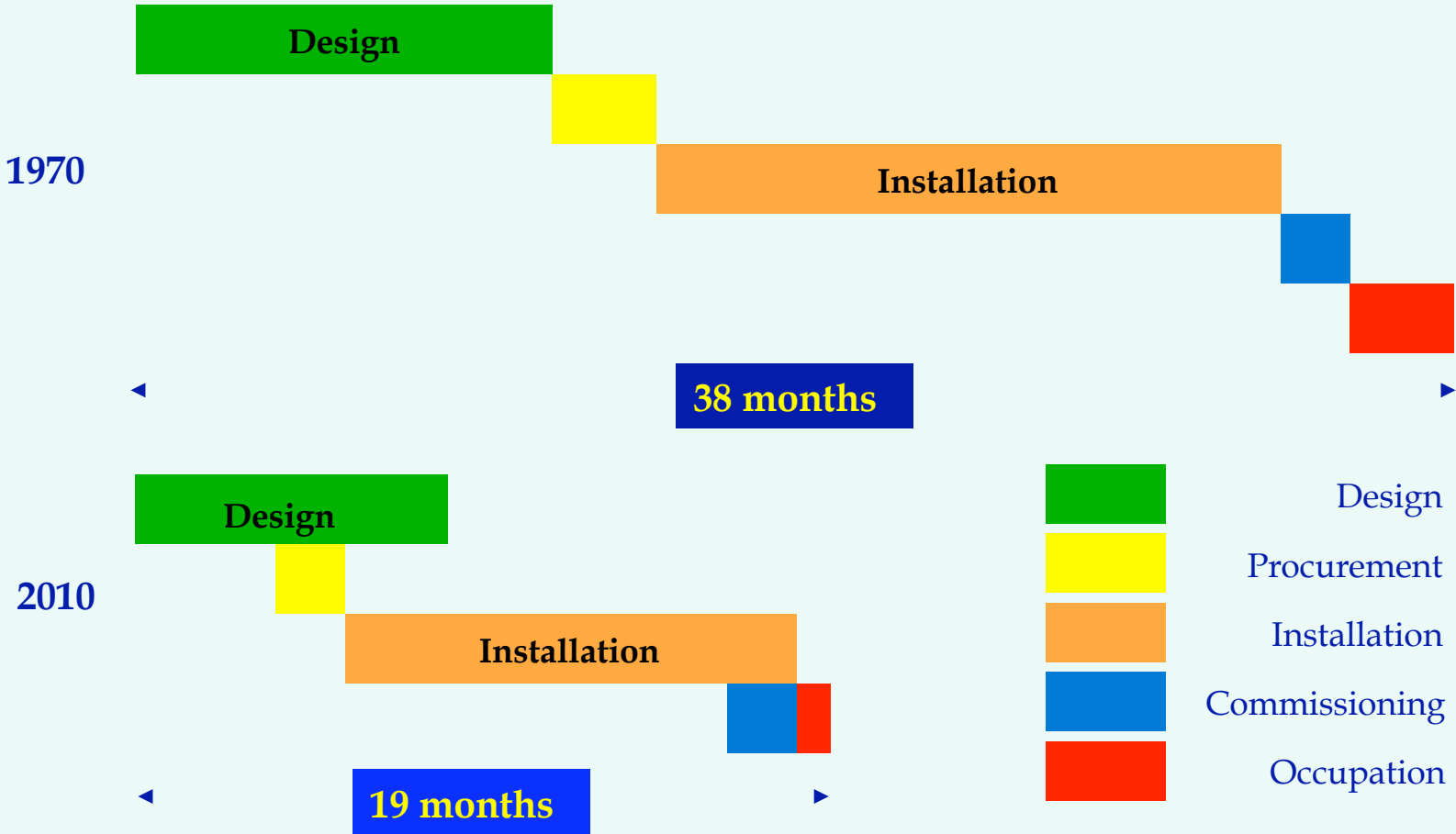
2.14 *"The contractor shall include within the contract price full provision for the site conditions and the state of preceding works by others and no discovery shall give rise to the valuation of variation procedures set out in clause 18"*

2.20 *"The contractor is deemed to have made full provision within the contract price for compliance with the Building Regulations (England & Wales) 2010, Part L"*








2.26 *"The contractor is deemed to accept full responsibility for all information provided by the BIM data"*



The Time Line



The Contractor's Responsibility

-  If something has been left out
-  If it cannot be delivered on time
-  If it does not fit
-  If it cannot be maintained
-  If it does not comply
-  If it does not work
-  If it does not deliver performance

These are the areas of contractor's expertise, but under many forms of contract will lead to conflict

Is this unfair or helpful?








"The contractor shall be responsible for checking, validating and the development of design"

"No items of plant or equipment shall be procured without received 'A' status on the appropriate technical submittal"

"No work can proceed until fully detailed method statement has been submitted and approved"

"The contract sum will not be varied unless contract variations give rise to cost which are submitted and agreed before the work is carried out"

What creates this Environment?

-  Perception, everything must be lowest price tendered
-  Need for clients to have cost certainty
-  Reduced project periods create activity overlap
-  Professional fees will not allow more thorough approach
-  Designers have limited knowledge of specialist equipment and systems
-  Designers do not have detail or installation experience
-  PI pressure to pass on or share design risk

What about Tomorrow?

Who will take responsibility for:



Even more stringent energy criteria (Part L and EPCs)



Achievement of energy performance (DECs)



Let alone POE and customer satisfaction

There has to be a better way!

Integrated Team

Essential Elements

- Earlier supply team involvement
- Joint commitment to best whole life value
- Continuous improvement processes
- Clear incentive payment mechanism

Designers

Contractors

Specialist
Suppliers

Manufacturers

Summary and Questions

As an industry - have we got it right or does there need to be change?

How could change occur?

What should clients do?

What should designers do?

What should main contractors do?

What should BSE contractors do?



Thank you