



RIBA
Competitions

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

CURTIS GREEN

Metropolitan Police Service New HQ Building



**METROPOLITAN
POLICE**

TOTAL POLICING

NEW
SCOTLAND
YARD



Introduction

The Mayor's Office for Policing and Crime's (MOPAC) estate support the operations of some 54,000 officers and staff within the Metropolitan Police Service (MPS). As at March 2013, the MPS have operated from 955,948 sq m of space in a total of 671 properties of which 497 properties have day-to-day operational activities and 174 properties are residential.

The estate is characterised by a huge range of different types of properties from police stations, deployment and safer neighbourhood bases, to typical offices for administrative/operational purposes to specialist facilities such as custody centres, firing ranges, emergency call centres and forensic laboratories. The headquarters estate is characterised by large office buildings which are occupied by both administrative functions and operational policing functions including counter terrorism, forensics and diplomatic protection.

MOPAC and the MPS has reviewed the operational capability of New Scotland Yard and has concluded that the requirements of the MPS for an HQ can be better met through other assets within the estate. MOPAC has announced that New Scotland Yard will be sold on the open market for redevelopment and that capital will be released to fund investment into the estate including the refurbishment of the Curtis Green Building to create a new HQ building. Located on the Victoria Embankment, London, SW1, the building will be called Scotland Yard.



The Project

MOPAC and the MPS have announced an Invited Design Competition providing architects/practices with the opportunity to produce a design for this new landmark building in one of London's most important and historic areas. Expressions of Interest are therefore invited from architects/practices worldwide for this project. It is anticipated that the building will be ready for occupation by mid 2015.

Aims

MOPAC and MPS are seeking to appoint an architect/practice that can bring original and innovative thinking to both revitalise the Curtis Green Building as well as producing an affordable, high quality, imaginative scheme that accords with the historical, national and international significance of the New Scotland Yard heritage. The design needs to reflect MOPAC's ethos as well as positively impacting one of the most famous skylines and groups of buildings in the world, the London Thames riverside prospect between Westminster Bridge and Hungerford Footbridges.



MOPAC

MOPAC was established in January 2012. Led by the Mayor of London, supported by the Deputy Mayor for Policing and Crime, the Mayor, has several key roles in this capacity, most importantly, setting the strategic direction and accountability for policing, based on consultation with the public and victims of crime, as well as the commitments made in his manifesto. The Mayor is responsible for ensuring the MPS is run efficiently and effectively, so that Londoners are getting the best service possible from their police, given the limited resources available. Operational decision-making on day-to-day policing matters remains the responsibility of the Commissioner of Police. Further information on MOPAC can be found on www.london.gov.uk/priorities/policing-crime/about-mopac.

The Metropolitan Police

The Metropolitan Police Service (MPS), famed around the world, was founded in 1829. Headquartered in New Scotland Yard, the MPS delivers territorial and specialist policing services across 620 square miles to a population of 7.2 million. Today, the MPS employs more than 31,000 officers together with about 13,000 police staff and 3,700 Police Community Support Officers (PCSOs). The MPS is supported by 2,500 volunteer police cadets and more than 5,000 volunteer police officers from the Metropolitan Special Constabulary and its Employer Supported Policing programme. The MPS organisational mission is to make London the safest major city in the world with a primary role to cut crime and to maintain public order on London streets. The MPS is focused on preventing crime, targeting offenders, supporting victims and building on the support and trust of Londoners. Further information on the MPS can be found on www.met.police.uk



Location

The Curtis Green Building, which sits within the Whitehall Conservation Area, is located between the Norman Shaw Building and the Ministry of Defence Building. The building faces onto the Victoria Embankment with views across the River Thames to the former GLC building County Hall, Westminster Bridge and the London Eye. Behind the building is Richmond House. While the Curtis Green building itself is not listed, it is considered to be a building of special merit. These are buildings which may be considered for listing at a future date and are of local significance. The Curtis Green Building is surrounded by Grade 1 and Grade 2 listed buildings and streetscapes, so the redevelopment will have to be cognisant of this sensitive environment.

Brief Building History

The Curtis Green Building (1935-40) is a stone fronted neo-classical building which retains its original windows and has a symmetrical composition to the river front. It was designed by William Curtis Green Architect as an annex to the former New Scotland Yard (now the Norman Shaw building). It was occupied by the MPS after the Second World War to house the MPS forensics and other technology departments. It became in due course a fully functioning police station, before in 1985 becoming home to the HQ of the MPS territorial police organisation until they vacated the building in 2010. The floor area of the building is currently 8,691m² with potential to expand beyond 10,000m² - figures are Gross Internal Area (GIA).

Environment & Sustainability

MOPAC is fully committed to conservation and sustainability. Our Corporate Social Responsibility strategy includes a priority objective of minimising the negative impacts of our activities on the environment and reducing the effects of climate change whilst furthering our positive impacts. Therefore architects/practices should look for opportunities within the development of the Curtis Green Building to include cost effective design proposals whilst embracing directives within the “MPS Sustainability Building Design Guide” to enhance the sustainability potential of the building so making a significant contribution to MOPAC’s positive stance on sustainability.



Outline Project brief

The competition provides candidates with the opportunity to produce a design for a building located in one of the most important areas of the UK, the Palace of Westminster and the Whitehall Conservation Area. The Curtis Green redevelopment can provide a dramatic and positive contribution to one of the most famous skylines and groups of buildings in the world, the London Thames riverside prospect between Westminster Bridge and Hungerford Footbridges. The Curtis Green building sits alongside the Palace of Westminster on the north bank of the Thames. Immediately across the river are the London Eye and the former GLC building County Hall framed by Westminster Bridge.

The following elements should therefore be considered in the context of the surrounding famous views, the skyline, the panorama, the streetscape, the unique street furniture, adjacent monuments and statuary.

- ⊕ The public realm, from Victoria Embankment to the front of the building. How the existing perimeter and frontage of the building could be adapted to provide positive contact between the building and the general public and visitors.
- ⊕ The façade, podium and front entrance. How a front entrance can be incorporated into the existing façade and the opportunities for the development of a podium area in front of the building.
- ⊕ How the current building fits with the roof line from the Palace of Westminster to the Embankment and the surrounding panorama and the opportunities the competition provides to positively influence the roofline and panorama, incorporating additional space within an exciting enhanced building envelope.
- ⊕ The rear of the building and the opportunities to infill, create new space and improve the visual impact of what is currently the least satisfactory perspective of the building.
- ⊕ The possibilities from innovative interior design, producing space which is respectful of the original design, reflects the MPS and the service it provides for Londoners, but provides a new environment that is modern, visually stimulating and in tune with London of the 21st Century.
- ⊕ The integration of sustainability into the development to project the importance to MOPAC and the MPS of producing a HQ building that makes a significant positive contribution to sustainability and protection of the environment.

The Curtis Green Building has 8 storeys and 3 basement and 2 sub ground levels. There is currently car parking to the front of the building which is surrounded by a high boundary wall onto the Victoria Embankment frontage. At the rear of the building there is an underground car park accessed from a ramp on Richmond Terrace, via an open well area. There is no public access permissible to the area around the rear of the building. There is planning permission for an additional vehicle access crossover from Victoria Embankment to the front of the building.

The MOPAC design of the new Met HQ will need:

- ⊕ A design solution that demonstrates good value for money, with facilities that are smart and efficient but not luxurious or ostentatious, reflecting the need for this public organisation to demonstrate restraint.
- ⊕ The renovation of the 8 above ground floors and 2 sub ground floors to produce modern, flexible office space, including space for the MPS executive and support teams. The MPS are seeking to expand the available floor space, to provide more office, meeting, breakout space, facilities and to produce a more efficient building plan.
- ⊕ The MPS are committed to using proven agile working methodologies across their estate and this should be reflected in the HQ building, providing flexible spaces with multiple uses and maximizing opportunities for breakout and interaction but also producing a pleasant, invigorating and positive working environment. Consider circulation and placing of communal facilities to facilitate interaction. Offer combinations of formal and informal spaces. The building will need to contain significant flexible meeting rooms, a control room, briefing room, full catering facilities and a gymnasium.
- ⊕ A new modern, efficient, highly visible, front entrance/reception suitable for a corporate HQ. The building, constructed as an annex to the original New Scotland Yard has no significant front entrance. So the new front entrance should be welcoming, visible, easy to find and access while respecting security drivers. The new front entrance/reception should be used to portray the MPS as a forward thinking organization via “state of the art communication” and “real time” information displays.
- ⊕ The creation of a landmark building that enhances the “Scotland Yard” brand and defines the importance of the facility to MOPAC/MPS. The building should portray a great policing institution, reflecting the pride, identity and community of the MPS organisation, producing a state of the art HQ while respecting the heritage of the building. Look to enhancing the river frontage, so the building is more visible.
- ⊕ To connect with the public maintaining the link with the public which the existing NSY achieves. Look for opportunities to provide public access to the building and surrounding spaces as well as providing the public with an identity for the building which relates to the MPS, its mission and values. Consider an enlivened street scape, with visual permeability, a welcoming front entrance and a pleasant external realm including public access to the famous “rotating sign”. At the same time recognising that the building has to be secure, so there is a need to balance security with visibility and accessibility, integrating security measures in an appropriate but discreet manner.
- ⊕ Application of practical, cost effective and efficient environmental and sustainability measures, using good quality, durable, materials from sustainable sources where capital cost is balanced against cost in use, to underpin the MOPAC/MPS commitment to corporate social responsibility.

Eligibility

Expressions of Interest are invited from architects/practices, which should also consider the input of structural and building services engineers and cost advice. Other specialists such as space planners may also be proposed. However MOPAC intend to separately appoint cost consultants, town planning consultants, project manager, structural and building services engineers and security consultants.

Practicing architects must be registered with the Architects Registration Board in the UK, or an equivalent regulatory authority for overseas based applicants. Architects with more limited experience in the delivery of relevant projects may wish to consider collaborating with another practice, but the proposed delivery arrangement should be clearly articulated in the Expression of Interest document.

Competition Format

Stage 1 - Expression of Interest, Pre Qualification Questionnaire (PQQ) and Selection of Shortlist

- a) Expressions of Interest (EOI) and completed PQQ invited from architects/practices. The PQQ will be evaluated and in order to proceed further, architects/practices will need to meet the criteria outlined in the PQQ.
- b) Using the “Criteria for selection” to assess the EOI's, it is intended to select a shortlist of five architects/practices to invite to the design stage of the competition.

Stage 2 - Submission and presentation of Design Concepts

- c) Five architects/practices will be invited to the design stage, which will involve a site visit and briefing session. At this stage the Judging Panel may take up references and office visits.
- d) Final judging will involve a presentation and interview with each of the shortlisted architects/practices.

Each architect/practice shortlisted to proceed to the design phase of the competition will receive an equal honorarium of £6,000 plus VAT. Honorarium payments will be paid following submission and presentation of design proposals at a final interview.

Competition Programme

Key dates, which may be subject to alteration

MAY	JUNE	JULY	AUG	SEP	OCT
Competition Launched	◆ 20 MAY				
Deadline for receipt of PQOs & Expressions of Interest	◆ 27 JUN				
Selection of shortlist meeting		◆ W/C 8 JUL			
Shortlist notified & Stage 2 brief issued.		◆ W/C 15 JUL			
Site visit/briefing session/feedback from Stage 1		◆ W/C 22 JUL			
Judging Panel visits to shortlisted offices			◆ W/C 12 AUG		
Submission of Stage 2 material			◆ W/C 26 AUG		
Final Interviews/presentations			◆ W/C 2 SEP		
Exhibition of design proposals				◆ 9 - 27 SEP	
Successful team notified					◆ 9 OCT

MOPAC will make the final decision on the appointment of the winning architect.

The role of the Judging panel will be to make a recommendation to MOPAC for their consideration and ratification. MOPAC reserves the right not to proceed beyond the competition in the event that no one scheme meets the requirements and aspirations set out in this competition or if MOPAC determine an alternative project delivery strategy.

The winning architect would be appointed under the JCT professional services contract or similar, subject to a set of project-specific amendments. Further details will be provided at Stage 2.

Stage 1 Submission Requirements

Submissions should comprise:

1. Expression of Interest Document.

- + 3 X hard copies required plus an electronic copy (PDF format) to be submitted on a CD. The electronic copy should be contained in a single PDF document of less than 5Mb file size.
- + The Unique Registration Number -URN- (supplied on registration) must be prominently displayed **on the front cover of each Expression of Interest document in the top right hand corner**. The submission should be collated and consist of a maximum of 20X single sides of A4. The submission may be printed double-side provided the specified single side limit is not exceeded.
- + Images featured within the submission should be clearly annotated to explain which projects refer to which member of the proposed architect/practice. The distinction should be clearly made between photographic images of completed projects and computer generated visualisations of on-going projects or competition submissions.

2. Pre-Qualification Questionnaire

- + The Pre-Qualification Questionnaire (PQQ) is available from RIBA Competitions on registration and should be completed by the architect with input from other required consultants as appropriate.
- + 3 X hard copies of the PQQ is required together with one electronic copy (PDF format) to be submitted on a further separate CD.

The Expression of Interest Document should comprise the following:

- 1. Please demonstrate your motivation for applying and how your experience matches this project's objectives.** Architects/Practices are not expected to demonstrate a perfect or literal match for this building type but instead to demonstrate flair and wit in matching experience to the client's vision as described above.
- 2.** The Curtis Green Building is situated within the Whitehall Conservation area and is bounded by Parliament Street to the West and Victoria Embankment on the east. Within these boundaries, the Curtis Green Building sits between the Norman Shaw Building and the Ministry of Defence building, separated from the former by a connecting bridge and the latter by Richmond Terrace. The Whitehall estate of principally government buildings contains numerous significant and historic buildings. Immediately behind the Curtis Green building is Richmond House.

Please demonstrate how you have faced similar challenges in a sensitive setting or environment (e.g. historic setting, conservation area, Area of Outstanding Natural Beauty etc.). This should take the form of a case study showing a design evolution from the initial concept through to realisation of the completed project on site.

- 3.** The Curtis Green Building will be the new Metropolitan Police HQ and as such the refurbished building will need to reflect the status of the MPS as a world famous police organisation, with a proud historic record but one which is both forward thinking and "cutting edge".

Can you demonstrate similar examples where you have adapted a traditional building to produce a design that reflects a forward thinking corporate HQ or significant building for a major organisation.

- 4.** The New HQ building will bring together executives, their support teams, technology and good communications. However the organisation has a public face and the building will need to be able to link with the public while maintaining the security necessary for the effective running of this organisation.

Can you show examples of where you have considered and reconciled similar contrary objectives for a building and how you have overcome these.

- 5.** New Scotland Yard has a powerful identity but the MOPAC/MPS are trying to portray a new message of how it wishes to police London. The building will need to both reflect the traditional image as well as that of a forward thinking and progressive organisation.

Please demonstrate where you have dealt with using the built environment to portray a progressive, but sound image.

- 6.** MOPAC and the MPS has a commitment to environmental and sustainability measures to underpin their commitment to corporate social responsibility, therefore the building needs to reflect this commitment.

Can you provide examples of where you have incorporated environmental or sustainability measures into refurbishing traditional building forms?

In addition the EOI document should comprise:

Team composition

An introduction to the architectural practice (to include full contact details and designated contact person for the purposes of the competition) should be provided, together with brief CVs for members of the practice who would be responsible for leading, developing and delivering the design concept. If the project is remote from the practice's principal location, anticipated delivery arrangement should be clearly outlined. If a collaborative approach with another architectural practice is proposed the anticipated delivery arrangement should be clearly articulated.

Submission Method

These submissions should be received no later than **2.00pm on Thursday 27 June 2013**. The submission should be contained within a single package and sent postage paid to:

Curtis Green Competition
RIBA Competitions
The Studio (5th Floor)
32 The Calls
LEEDS
LS2 7EW

Judging Panel

The panel, will include representatives of MOPAC, building professionals and Bill Taylor, architect, from Taylor Snell acting as RIBA Adviser who will Chair the panel. Joanne Wallis (RIBA Competitions) will attend the assessments to document the selection process and provide procedural support.



Please Note:

- Only architects/practices responding in accordance with the submission requirements and deadline for receipt of applications will be considered.
- Late submissions will not be accepted and it will not be possible to submit entries via e-mail.
- UK based competitors should note that First Class Post does not necessarily guarantee next day delivery and should plan their submission schedule accordingly. Packages with insufficient postage may result in your package being returned unopened.
- The EOI and PQQ must be annotated with the Unique Registration Number (supplied on registration). The URN must be prominently displayed on the front cover of each EOI document (in the top right hand corner), on the CD and inserted in the appropriate box of the PQQ. The name of the lead architect should also be prominently displayed.
- 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 RIBA will not be liable for any charges otherwise incurred.

The PQQ will be subject to an independent financial check, and in order to proceed further in the competition, architects/practices will need to:

- a) Indicate their willingness to work together with a main contractor and design team under a design and build contract arrangement if MOPAC consider this to be the selected procurement route.
- b) Satisfy the MOPAC minimum requirements as outlined in the Pass/Fail sections of the PQQ. The PQQ document indicates which responses are to be provided for information purposes only, and which responses will be subject to a Pass/Fail evaluation.

Selection Criteria (Expressions of Interest)

The following criteria will be used to evaluate the Expressions of Interest, assuming qualification standards are met;

Criteria	Weighting
Motivation for applying and evidence of understanding the project objectives	20%
Ability to design innovatively and with distinction	20%
Evidence of working effectively with clients and demonstration of good leadership	20%
Ability to design projects in a sensitive setting or environment	20%
Evidence of ability to integrate modern design solutions within a traditional building fabric and structure	20%

Scoring Guidance

0	Deficient The response does not provide sufficient detail for evaluation.
1 - 3	Poor to Deficient The response or information provided falls below expectations in respect of the project and the criterion being scored.
4 - 5	Adequate The response or information provided is acceptable and meets the expectation in respect of the project and the criterion being scored.
6 - 8	Good The response or information provided exceeds the normal expectation.
9 - 10	Exemplary The response or information provided is exceptional or exemplary in respect of the project and criterion being scored.

Stage 2 Design Concept Stage

It is anticipated that five architects/practices will be invited to proceed to the design phase of the competition, which will involve:

- + A site visit and briefing session to include presentations from the client team.
- + Submission of up to 3 X A1 boards to illustrate possible design approach, together with an accompanying short design report.
- + Final judging will involve an interview with each short-listed Practice and presentation of design proposals.

Award Criteria

The competition seeks to select a preferred architect/practice on the basis of possible design approach (rather than a finite design solution) for the refurbishment and renovation of the MOPAC Curtis Green Building, Canon Row, SW1 to produce the corporate HQ for the MPS. Details of the award criteria will be included in the Stage 2 Design Brief and supporting documents, but are expected to include:

- + Quality and appropriateness of the proposed design approach;
- + Understanding of client expectations, brief and ability to work in partnership with client team;
- + Appreciation of the site and consequent planning issues; including preliminary response to site and context.

Documentation charge and how to register

There is a registration/documentation charge of £50 (Plus VAT). Upon payment of this charge RIBA Competitions will issue you with a Unique Registration Number (URN) and a word format version of the PQQ relating to the project. Only submissions bearing a URN and accompanied by the PQQ will be accepted.

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 will send your unique identification number and a copy of the PQQ to the email address provided within 2 working days.

Enquiries

The competition is being managed by RIBA Competitions. Any enquiries should be addressed to the RIBA. Members of the Judging Panel and the client team should not be solicited for information as this may lead to disqualification from the competition.

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32 The Calls
Leeds
LS2 7EW

T : + 44 (0) 113 203 1490
E: riba.competitions@riba.org
W: www.architecture.com/competitions



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