



CEDA
grand prix
award entry

Café Royal

CEDA Grand Prix Award - Profit Sector Large 2013
(For projects completed in 2012)

C&C Catering Equipment Ltd for:
Barco Investment BV / Alrov Properties & Lodgings
& Sefton Horn Winch



We make it happen!



CEDA member details

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Project

Name of project: Café Royal

Client details

Company Name: Barco Investment BV /
Alrov Properties & Lodgings

Address: Alrov Tower, 46 Rotchild Blvd,
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The Entry

Project background:

London's world famous Café Royal on Regent Street, owned by the Crown Property Services, had been lying dormant for a long period before the lease was acquired by the Alrov Property Development Group in 2008. The Israeli real estate development company, who have numerous premium hotel sites around the world, had a clear vision of re-establishing the 143 year old institution to its former 5 star status. Previous patrons include both Sir Winston Churchill and Oscar Wilde.

Following a traditional tender exercise undertaken by MACE Construction Management in August 2011 which did not involve C&C, we were contacted directly by the client Alrov Holdings, who were seeking further pricing options as part of the tender process as they were under budgetary constraints.

After a substantial period of negotiation and investigation of price alternatives, together with extensive vetting of our capabilities and visits to previously completed projects and our stainless steel fabricators, we were delighted to be appointed to undertake the base works on the project in November 2011. The project value was approximately £1.8m at this stage of the contract.

The Project:

With a very demanding phased delivery programme, the project scope consists of the following areas:

- 1) **Lower basement stores, building Q3 receiving area, refuse receiving and pumping area and plant rooms.**
- 2) **Upper basement production kitchen, extensive coldstores, staff dining area, laundry area, spa juice bar and Domino support kitchen.**
- 3) **Ground floor dispense bar, mirror bar and Regent Street cafe.**
- 4) **First floor members bar, Domino kitchen, private members kitchen, 2 bar areas and a business pantry.**
- 5) **On various levels we have 8 housekeeper's areas and 5 room service pantries.**

The contractually agreed programme of works was to complete all base contract areas by May 31st 2012 - a hugely demanding undertaking for our procurement team, project managers and design department.



In order to meet this tight schedule, we severely compressed the procurement stage of the project and worked extremely quickly with various key suppliers to develop the finite design details. This was particularly true for the first fix equipment which had to be installed throughout the building structure. Of particular note for this design was the inclusion a revolutionary bespoke CO₂ refrigeration system, a world first for the hotel. There were also extensive quantities of large bore pipework serving a pumped waste removal system, running to all key areas from a receiving station located in the lower basement area.

In addition to this C&C had a key deadline for the delivery and installation of the refrigeration pack which, at over 3m long and 2m wide, had only one possible route into the building. Access was only available for a short time period by dropping the unit through a stairwell cut-out in a concrete slab being created for a new stairwell before the staircase was fitted.

Other pressing items were to set out concrete plinth arrangements for the fabrication and cooking equipment. These needed to be in place in order for floor tiling and screeding to commence, a task that was made more difficult as many internal walls had not even been erected at this point.

Due to the complexity and size of the project our Senior Project Manager, Mark Roxburgh has been on site full time for over 16 months, together with a dedicated Design Manager, Paul Parry, Project Director and a visiting Health and Safety Manager.

Main contractors MACE are, quite rightly, very Health & Safety orientated and during this project C&C utilised their in-house SHE online system for submitting Method Statements and Risk Assessments which were then reviewed by 3 departments within MACE.

Having not previously worked with Ken Winch of SHW, the Foodservice Consultant, we had a very short period of time to become familiar with his very detailed and demanding requirements, which we were able to accomplish without difficulty.

Due to the unique and demanding nature of working in and around Piccadilly Circus in the heart of London, site deliveries had to be pre-booked into extremely short time slots. Vehicles were reversed via a banksman at the rear of Regent Street into a specifically designed and reserved storage area. With a multitude of contractors occupying the same small space, this was a massive task given the volume of equipment being shipped to site.

We also undertook the role of continually developing the project design and amending installation drawings as anomalies such as unknown walls were found within this Grade 2 listed structure. All of which took place whilst having to maintain production off-site of the various fabrications and collaborating with SHW to ensure they were happy with each new proposal.



The M&E contractors were working directly for the client unlike a traditional contract where they would be working as a subcontractor to the main contractor. Based in Europe, they run the pipework infrastructure serving kitchens in non-UK standard size pipework, so a great deal of coordination and planning were required in order to ensure that our installation would be compatible.

After only 6 weeks of being appointed into the overall project C&C were requested to undertake the entire drainage gully fit-outs within the various kitchens. This required us to fast-track the work, and thanks to our excellent relationships with UK suppliers we were able to call in numerous favours in order to have them delivered within 3 weeks and not delay the overall programme.

In March 2012, having finished the fit-out of the completely unique, bespoke CO₂ refrigeration pack sourced from Italy, the mains water pipe in to the building failed, flooding the area and submerging and destroying the internal workings of the unit. A completely new pack had to be manufactured, with the Italian factory working around the clock to make a duplicate unit, but now redesigned into sections to allow access to site. This was delivered and fitted in only 4 weeks, with our refrigeration contractor working in 3 shifts to remove and reinstall the new unit.

At this point the Hotel also selected their Executive Head Chef who wanted to ensure his own requirements were represented in the kitchen works. Part of this consisted in redesigning the main Ambach cooking suite which was already finished and ready to despatch from their factory in Italy. A quick redesign, drawing submittals, and an expedited remanufacture were agreed. The suite was delivered just 3 weeks after the redesign by our supplier Ambach.

Having completed the base order works in June 2012 we were asked to take on numerous additional areas with a value of £1.4m, all of which have been taken onboard and successfully completed to the client's programme requirements and satisfaction. Some of these new areas have included some extremely challenging design elements. We worked alongside David Chipperfield Architects to design the bar areas which included bespoke CO₂ compatible refrigeration units and a bar manufactured in an elliptical shape in order to fit directly inside a steel beam formed in a shipyard.





client
satisfaction

In order to complete this work, we appointed three separate fabricators, Select Fabrications, Counterline and Trak Hupfer which in itself generated new challenges to guarantee consistently high quality levels and design features across all items. Numerous factory visits and coordination meetings were necessary, and we ensured the fabricators worked closely together at all times.

On consideration of the judges' criteria we would summarise as follows:

Difficulty

Every aspect of this project has been demanding and without doubt it has been the most difficult project we have undertaken since we commenced trading more than 30 years ago.

As our client and decision makers are based in Israel, communications were more complicated than with a UK-based client, as was the understanding of their culture and their ways of working. Alongside this requirement, we still had to report directly to MACE, the Management Contractor.

The site itself is located in one of the busiest parts of London making logistics extremely difficult. The building is a Victorian Grade 2 listed structure and hence does not lend itself to a modern foodservice facility with walls being untrue and access challenging at best.

The main contractor's team are all non-UK based, making communication and understanding, specifically of their fit-out methods, more demanding.

Design

Given the fast-track nature of the entire project and also the extensive additional works added throughout the project, we had to take an active role in design. Whilst SHW were responsible for the base design work on the project, we proceeded on the basis that we would be responsible for drawing production and coordination, necessitating a great deal of close communication and collaboration with Ken Winch of SHW.

Installation

As mentioned above, the Mechanical contractor's interface pipework was not British standard, requiring us to coordinate requirements to meet the equipment's various connection sizes, BS pipe sizes and ductwork sizes.

The electrical portion of the works has also been largely undertaken by us within specially fabricated MCB enclosures and with virtually all wiring being linked back to a single connection point at ceiling level. This has also proved demanding in coordinating the works and enabling understanding of the system's design by the electrical contractor.

The majority of the works have been installed within a basement area meaning access is very limited. With some items of equipment weighing in excess of 700kg, we have had to employ specialist heavy lifting companies to assist with moving equipment between levels.

Resources

The resources for C&C: Mark Roxburgh, Senior Project Manager, was site based; Paul Parry, Project Director, visited site on a weekly basis; John Mundy, Design Manager, worked full time from our design office and also visited on a fortnightly basis. Heidi Cotton, Financial Manager, looked after the valuation procedures and submitted applications whilst dealing with supplier accounts. Phil Morris acted as Document Controller.

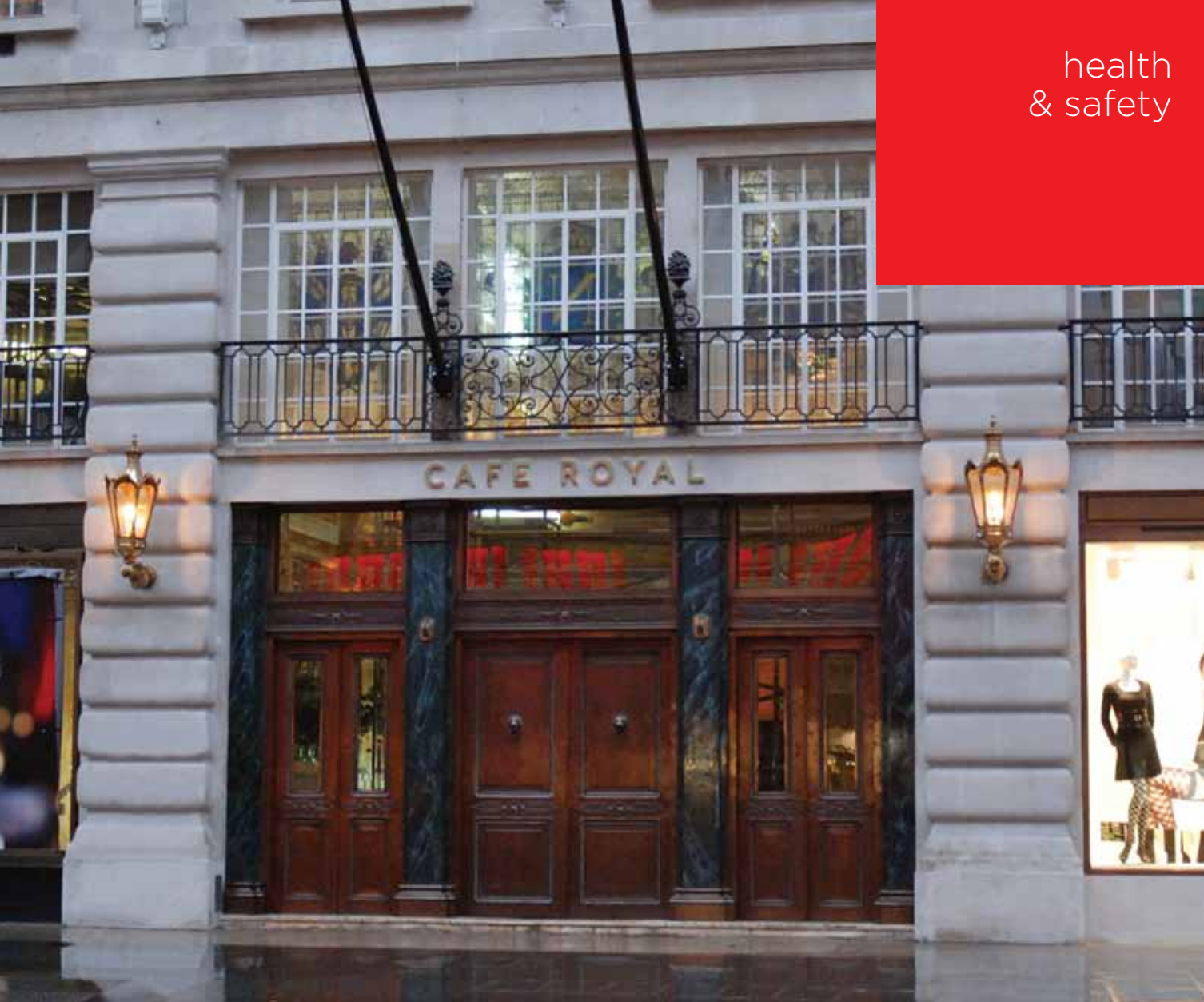
Client Satisfaction

The following key members of both client team and Consultant parties are extremely satisfied with our work;

Nadav Solomon, General Manager Alrov Holdings
Louis Sailer, General Manager, Café Royal
Andrew Turner, Executive Head Chef, Café Royal
Ken Winch, SHW Foodservice Consultants

We will be pleased to give you contact details should you wish to make contact with any of the above for further clarification.

We would also note that the client is now talking to us regarding a possible further site and has stated that he must have the same team involved. In addition, having completed this first project with Consultant Ken Winch, we have now completed two further projects for him.



health
& safety

Training

We have undertaken extensive staff training for the client on each piece of equipment; this training schedule has been co-ordinated by Mark Roxburgh who attended at all times. Additionally we have offered both refresher training and on-going training as required free of charge to the client's personnel.

Health and Safety

MACE had a rigorous site health and safety regime, and our Method Statements and RAMS had to be absolutely impeccable to pass their H&S procedures, which required sign-off by three separate people. We employed an external health and safety consultant on this project and submitted monthly site reports to MACE's senior management. We also attended a weekly two hour safety meeting with MACE, where contractors were assessed and rated on their H&S performance. Mark Roxburgh has given all subcontractors working on site toolbox talks and site inductions, together with undertaking MACE's own site inductions.

We have also subscribed to SHE online, which is an online health reporting and accounting programme, designed to track works, any early warnings from site progression and involvement, and RAM status.

Sustainability

The project aimed for BREEAM excellence as a standard, and we have supplied equipment to assist in achieving this rating. This included a Meiko Envac system which removed all food waste to a storage tank facility, allowing it to be transported for composting; heat recovery systems on warewashing, providing maximum energy efficiency; and - a world first for its size - a CO₂ refrigeration system comprised of a central plant unit serving over 45+ refrigeration units and coldrooms. This system is 40% more efficient than traditional refrigeration systems with a payback in energy saving over 2 years. The system also has a heat recovery unit fitted which has allowed the hotel to reuse the heat gain to partly heat pool areas.

After Sales

Mark Roxburgh is currently still based on site and is a single point of contact for the various hotel staff to report any faults that may occur. We are also talking to the hotel about an on-going maintenance contract to best serve them in ensuring the equipment is serviced and working to maximum potential. We have also given the hotel an out of hours contact number, so they can place calls directly with our service company Catering Engineers Limited.

Full electronic O&M manuals have been issued to the site maintenance teams.



after
sales



C&C Catering Equipment Ltd

We make it happen!

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