



FCSI
award entry

Café Royal

FCSI Award – Excellence in Project Management 2013
(For projects completed in 2012)

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



C&C Catering Equipment Ltd

We make it happen!



FCSI Allied member details

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Company Name:	Sefton Horn Winch
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Project

Name of project: Café Royal

Client details

Company Name: Barco Investment BV /
Alrov Properties & Lodgings

Address: Alrov Tower, 46 Rothschild Blvd,
66883 Tel Aviv, Israel

Project Contacts: Nadav Salamon, Executive Manager, Alrov
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The brief

London's world-famous Café Royal had been lying dormant for many years before the lease was acquired by Alrov Property Development Group in 2008. The Israeli development company had a clear vision of re-establishing the 143-year-old institution to its former 5 star status. Previous patrons include Sir Winston Churchill and Oscar Wilde.

After a substantial period of negotiation directly with Alrov and in conjunction with main contractors MACE, C&C were appointed in November 2011. The initial project value was £1.8m with a demanding completion date of May 2012.



The project consisted of:

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

To meet the tight schedule, we severely compressed the project procurement stage and worked with key suppliers to develop finite design details.

Of particular note was the inclusion of a "world first" CO₂ refrigeration system and extensive quantities of large bore pipework serving the pumped waste removal system, running to all key areas from a receiving station in the lower basement.

A key milestone was the installation of the 3m by 2m refrigeration pack. Access was only available for a short period through a cut-out in a concrete slab being created for a new stairwell.

Other pressing items included fixing concrete plinth arrangements for the fabrication and cooking equipment which had to be in place before tiling and screeding could commence; a task made more difficult given many internal walls had not been erected.



Due to the complexity and size of the project, Senior Project Manager Mark Roxburgh, has been on site full time for over 12 months together with a dedicated Design Manager; Paul Parry, Project Director and a visiting Health and Safety Manager.

MACE has a rigorous H&S regime and our Method Statements and RAMS had to be impeccable to pass their procedures, which require sign-off by three separate people. We employed an external H&S consultant and submitted monthly site reports to MACE. We also attended weekly safety meetings, where contractors were assessed and rated on their performance. Mark Roxburgh has given all C&C subcontractors toolbox talks and site inductions alongside undertaking MACE's site inductions.

Having not previously worked with Ken Winch of SHW, we needed to quickly familiarise ourselves with his detailed and demanding requirements and we accomplished this without difficulty.





As a Victorian Grade 2 listed structure, the building does not lend itself to a modern foodservice facility, with walls running untrue and access a challenge. We continually developed the project design and amended installation drawings as anomalies such as unknown walls were found. This required close collaboration with SHW to ensure they were happy with each new proposal.

The site itself is located in one of the busiest parts of London making logistics extremely difficult with site deliveries pre-booked into extremely short time slots.

On this project the M&E contractors were working directly for the client. Based in Europe, they run pipework infrastructure in non-UK standard sizes, so a great deal of coordination was required to ensure that our installation would be compatible.

The majority of the works have been installed within a basement area where access is limited. For some items weighing over 700kg, specialist heavy lifting companies assisted in moving equipment.

To complete the project, we appointed three separate fabricators which generated challenges to guarantee consistently high quality levels. Numerous factory visits and coordination meetings were necessary to ensure fabricators worked closely together.

Appointed 6 weeks into the overall project, we were requested to undertake all drainage gully fit-outs within the kitchens. We fast-tracked the work and thanks to excellent relationships with UK suppliers were able to have them delivered within 3 weeks avoiding a delay to the programme.

In March 2012, having finished fitting the bespoke Italian CO₂ refrigeration pack, the mains water pipe failed, submerging and destroying the unit's internal workings. A completely new pack was manufactured, with their factory working around the clock to make a duplicate redesigned into sections to allow site access. This was delivered and fitted in only 4 weeks with our refrigeration contractor working in 3 shifts to remove and reinstall the new unit.

March also saw the appointment of the Executive Head Chef who had several individual requirements for the kitchen. This meant redesigning the main Ambach cooking suite which was ready for despatch from their factory in Italy. A quick redesign and expedited remanufacture ensured Ambach delivered the redesigned suite in just 3 weeks.

client
satisfaction



Having completed the initial order works in June 2012, we were asked to undertake numerous additional areas valued at £1.4m, including many with extremely challenging design elements. We worked alongside David Chipperfield Architects to design bar areas with bespoke CO₂-compatible refrigeration units and a bar manufactured in an elliptical shape to fit directly inside a steel beam formed in a shipyard.

The project aimed for BREEAM excellence and we supplied equipment to help achieve this rating. This included a Meiko Envac system which removes 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 CO₂ refrigeration system comprised of a central plant unit serving 45+ refrigeration units and coldrooms that is 40% more efficient than traditional systems. The pay back in energy saving is only 2 years and includes a heat recovery unit enabling the hotel to reuse the heat-gain to part-heat pool areas.

We have already undertaken extensive staff training but have also offered any ongoing training free of charge to their personnel.

Mark Roxburgh is still based on site as a single point of contact for hotel staff to report any faults. We have also given the hotel an out-of-hours service contact number for emergency calls to our service team, Catering Engineers Ltd.

Word count 1009



Testimonials

The following pages contain testimonials from:

- Company Name:

Barco Investment BV /
Alrov Properties & Lodgings

Address:

Alrov Tower, 46 Rothschild Blvd,
66883 Tel Aviv, Israel

Project Contacts:

Nadav Salamon,
Executive Manager, Alrov
- Company Name:

Sefton Horn Winch

Address:

The Stables, Home Farm, Riverside,
Eynsford, Kent, DA4 OAE

Project Contact:

Ken Winch, Director
- Company Name:


Mace Ltd

Address:

British Museum WCEC Project Office,
1 Montague Place, London WC1E 7JW

Project Contact:

David Mitchell, Project Manager



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Tel Aviv, 24.02.2013

Re: Café Royal Food Preparation Areas

To whom it may concern,

The reopening of the Café Royal late 2012 marked the return of a London institution that, throughout its 150-year history, has continually reinvented itself to define the moods, social mores and style of the capital.


Over the last 3 years, the Café Royal has undergone its third architectural reincarnation under the deft hands of David Chipperfield Architects.

The comprehensive works have sensitively restored the listed interiors dating from the 1860s and 1930s whilst simultaneously creating a visually stunning 159 room luxury hotel and spa that is at once totally contemporary and referential to its illustrious past.

Located at 68 Regent Street, facing the cosmopolitan glamour of Mayfair to the West and the creative diversity of Soho to the East, the Café Royal has, since its opening in 1865, been geographically, socially and intellectually pivotal to London life. In keeping with this role Café Royal offers a diverse selection of restaurants, cafés and bars, from the exquisitely restored Grill Room (of which Wilde, Shaw and Kipling, Elizabeth Taylor, Winston Churchill and Princess Diana were all patrons) to the buzzing Domino Room.

C&C Catering was chosen to construct, fit and deliver the kitchens that support the various Food and Beverage venues of the hotel. The kitchens were designed by Sefton Horn and Winch as a first class kitchen befitting a grand hotel, addressing an extremely demanding programme set out by our operations team. C&C Catering stepped up to the task with Mr. Paul Parry leading as Project Director and the invaluable Mr. Mark Roxburgh skillfully orchestrating the teams on site. We've quickly come to learn that nothing is beyond the C&C's capacity – every request, addition or variation – all delivered on time or sooner in perfect shape and always with a smile. C&C has become our valuable partner in achieving our own goals in this project. As such we were happy to extend C&C's basic scope to include all pantries, bars etc., almost doubling the volume of work from the preliminary tender bid.

We are extremely proud of the outcome and C&C's outstanding delivery and service have made it all possible. We therefore believe that C&C deserve every note, honor and award for a job truly well done.



Nadav Salamon
Executive Manager

18 February 2013

TO WHOM IT MAY CONCERN

Dear Sirs

**C&C CATERING EQUIPMENT
THE CAFE ROYAL, LONDON**

I understand that the above mentioned company and project have been shortlisted for consideration to progress to the second round of your Awards programme.

This letter is to provide an unqualified endorsement of C&C and their performance on this very demanding project.

To say that it was difficult would be to understate the many problems that were overcome through tight programmes, delays in client decisions, complex delivery situations and routes into the building where access was both complicated and constantly affected by the need to close these as the overall programme dictated.

Add to these examples, the fact that many additional facilities were included which took the value from an initial capital spend of approximately £2M to a final figure in excess of £3.5M, and all of which imposed on the company's overall management task and responsibility.

From the commencement of the project, and there are very few at this level of expenditure, the project was handled with the utmost care and attention which was maintained until the practical and operational completion.

Quotations, including revisions and the financial aspects, were dealt with promptly and efficiently throughout, which included negotiation and close cooperation with a myriad of sub-contractors.

Drawings and design coordination met every production programme requirements and these demanded the utmost attention to the aspect of specialist fabrication detail determined by SeftonHornWinch as well as the other aspects of the installation which involved all of the building, structure and engineering services associated with a multi kitchen, multi bar and multiple ancillary installations throughout this totally refurbished historic hotel.

On-site management was a critical factor for the duration of the contract which insisted on a full time attendance by the company's project manager.

This section of the contract required a very substantial knowledge of all of the other trades involved as well as an in depth experience of all of the 'normal' foodservice equipment together with the new innovations such as the central CO₂ refrigeration system (we believe this to be the first hotel worldwide to adopt this) and the integral vacuum waste management system.

LONDON | DUBAI

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All of the problems and difficulties that were presented were handled in a controlled manner proving all of the experiences mentioned earlier but also and particularly in terms of man management which extended across all of the associated management contractor, the design team and all of the other contractors and sub-contractors, many of whom were engaged from across Europe and beyond.

SeftonHornWinch themselves insist on the highest standards and competencies from everyone involved on their design projects and the end results justify this in every respect.

C&C Catering Equipment not only achieved the standards imposed by us, they did so with an attitude and an overall style and commitment from each of their departments and the communication and coordination between these was apparently seamless.

The end result can now be observed and the client, from the owner to the operational staff, are proud owners of what has been referred to as 'the best kitchens in any of their properties'.

I, and SHW, would have pleasure and confidence in recommending C&C as tenderers and foodservice equipment contractors on any future project.

I trust that this endorsement will be accepted and that this project proves to be worthy of each of the following stages in the CEDA Awards process.

Yours faithfully

Ken Winch FCSI
Director



Mace-190213-Reference

19th February 2013

Please reply to:

Mace Ltd
British Museum WDEC Project Office
1 Montague Place
London
WC1E 7JW

E-mail: Dave.Mitchell@macegroup.com

To Whom it may concern

Dear Sir

**Re: The Café Royal, Piccadilly, London – 5 Star Hotel Fit Out
C & C Catering Equipment Ltd – Kitchens Supply & Installation Package**

As project Manager for the fit out packages at the Café Royal, there were serious concerns with regards to achieving a very tight programme, coinciding with late appointment of contractors, once final designs were in place.

C & C's Kitchen package was one such package, an initial order value of approx. £1.8 million, which included:

- The main hotel Kitchen
- Staff Kitchen
- Domino Kitchen
- Main Entrance Servery
- Ten Room Servery
- Members Club Kitchen
- Grill Room Servery
- & then grew to a value of £3.2 million, including:
- Pompadour Pantry
- Several small pantry areas to all guest floors
- Green Bar
- Members Lounge Bar.

With this level of work to achieve in a period reduced by at least 3 months, we needed a contractor who would respond to price / design input / delivery & probably most important, to understand & accommodate the Hotels requirement, once the executive chef, Andrew Turner, had been appointed.

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C & C Catering Ltd responded to this from day one. Their Project manager, Mark Roxburgh, supported daily by his Director Paul Parry, drove the design through with several on site workshops & then manufactured several bespoke units in very short periods, as little as 3 weeks from design release to items being installed.

Their responses gave a level of comfort that this difficult package could be achieved. Infact they took on actual mechanical & electrical works to their areas to assist the other contractors.

We would have no hesitation in recommending & using C & C Catering Equipment Ltd on any Kitchen installation package. The quality of service, manufacture & installation quality & client training / support has always been to a very high standard. Their 'can do' approach is a fantastic description of the team and of their supply chain.

Should you require any additional information to support the above, then please do not hesitate to contact the undersigned.

Yours Faithfully

David Mitchell
Project Manager

Mace Group

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