



OPERATIONS AND DELIVERY

GenScript | 191B Park Drive, Milton Park

Cat B fit-out · 5,000 sq ft industrial and R&D plus 1,000 sq ft office

191B Park Drive, Nebula, Milton Park, Abingdon OX14 4SE

Possession Mon 23 November 2026 · Practical Completion Fri 5 March 2027

Programme, logistics, health and safety, design and commercial management

Tender submission · 25 September 2026 · Rev D

Prepared by OP · Operations & Delivery

1 PROGRAMME AND DELIVERY

Our programme is re-sequenced from a tender submission on Friday 25 September 2026. The two weeks lost from the original tender period are absorbed in pre-construction, not on site, so we hold the contractual Date of Possession of w/c 22 November 2026. Possession is Monday 23 November 2026 and Practical Completion is Friday 5 March 2027: thirteen weeks on site plus the Christmas shutdown, and three weeks ahead of the end of March completion the client asked for. We see scope to shorten the programme further once the design is frozen and the long-lead orders are fixed, and we would expect to develop that with the project team at the next stage.

Three things make that work.

Design and statutory approvals run before possession. Selection w/c 12 October and an early instruction from w/c 19 October give five weeks to take the scheme to RIBA Stage 5, produce the fire strategy and fire engineer's report, make the Building Regulations application and support the Licence to Alter, all before we take the building.

Long-lead items are ordered in pre-construction. Demountable partitions and glazed screens, the VRF plant and external condenser, the gas monitoring system, access control and FF&E are placed from w/c 19 October so manufacture happens while we are still off site.

The MEP scope drives the sequence, so it starts first. Containment and ductwork follow the partition framing floor by floor rather than waiting for it, and commissioning begins three weeks before Practical Completion so witnessing and full-load demonstration are not compressed into the final days.

Key milestones

Milestone	Date
Tender submission	Friday 25 September 2026
Contractor selection (client programme)	w/c 12 October 2026
Early instruction / letter of intent (assumed)	w/c 19 October 2026
Design to RIBA Stage 5 complete	Friday 20 November 2026
Contract execution	by Friday 13 November 2026
Construction phase plan and F10 issued	Friday 20 November 2026
Possession	Monday 23 November 2026
Partitions and MEP first fix complete	Friday 29 January 2027
Ceilings complete	Friday 12 February 2027
Second fix and finishes complete	Friday 26 February 2027
Commissioning and full-load demonstration complete	Thursday 4 March 2027
Practical Completion	Friday 5 March 2027

Key project issues and how we manage them

The MEP scope is the programme. Ductwork, FCUs, the external condenser, the LN2 and dry-ice extract, the CO2 and O2 sensor system and the dehumidification all sit on the critical path. We appoint the MEP contractor at instruction, not at possession, and hold weekly design and procurement reviews through pre-construction.

The fire strategy is a contractor deliverable. A glulam frame with new cellular space, fire-rated encasements and a cryogenic store is not a routine fire case. The fire engineer is appointed in the first week of instruction so the strategy informs the design rather than validating it afterwards.

The building is new and the neighbour is a working laboratory. Inify Laboratories operates a diagnostics business next door at 191C. Protection of the retained base build and control of noise, dust and deliveries are managed from day one, not as a response to complaints.

The Christmas shutdown sits in the middle of the build. We front-load partitions and first fix so the shutdown falls between first fix and close-up, where a two-week pause does least damage, and we show it honestly rather than hiding float.

Existing conditions carry risk under the amendments. A services validation and existing-condition survey is completed in week one, witnessed, and any departure from the record information is notified immediately.

Snagging, commissioning and handover

We work to a zero-snag target at Practical Completion, and we get there by inspecting as we build rather than at the end.

- Quality gates at the close of each stage: partition line and plumb before close-up, containment and services before ceilings, ceiling grid before tiles. Each is signed off by the site manager and recorded with photographs.
- Rolling snagging from the start of second fix, logged by room and trade on the OP project portal, with a live count visible to the Employer's Agent.
- Subcontractor snag returns closed within five working days of issue, with retention release tied to closure.
- Commissioning starts in week 12, three weeks before Practical Completion, to a commissioning plan agreed with the Employer's Agent by week 8. HVAC, dehumidification and the LN2 extract are demonstrated at full load, with witnessing slots offered to the professional team and results recorded.
- Fire alarm cause and effect, gas monitoring and DSEAR validation are witnessed and certificated before handover.
- Building Manual, health and safety file and as-built information are issued in draft two weeks before Practical Completion for comment, with the health and safety file delivered to the Employer's Agent within one week of Practical Completion as the preliminaries require.
- Client training on HVAC, gas monitoring, access control and the fire alarm is delivered in the final week, with a recorded session for staff who join later.
- Any residual snags are closed within ten working days of Practical Completion, by arrangement with the Project Manager, and we return at three and nine months to check the installation in use.

Progress reporting

A weekly one-page report and a monthly project report, both issued to the Employer's Agent. The weekly covers progress against programme, the two-week look-ahead, labour on site, quality gates closed, health and safety statistics, and anything we need from the client or the professional team. The monthly adds the cost position, change register, procurement tracker, risk register movement and the commissioning tracker once commissioning opens. Samples of both are included with this submission.

2 SITE MANAGEMENT AND LOGISTICS

The site is self contained within the demised area at 191B, accessed off Park Drive through Milton Park. There is no public highway interface, no craneage and no external scaffold. That makes the logistics straightforward, and the discipline is about protecting the building we are working in and the neighbours who are working around us.

Access, deliveries and storage

- All access via Park Drive to the demised parking area. Parking for the site team and subcontractors is within the demised areas only, and we cap site parking and run a shared travel arrangement for larger trade gangs.
- Deliveries are booked in advance on a delivery schedule held by the site manager, with no more than one large delivery per half-day slot and none during the neighbouring laboratory's sample collection windows once those are confirmed with the Employer's Agent.

- Ground floor warehouse space is used as the marshalling and storage area, kept inside the line of the works and off the finished floor until the sealant treatment is done.
- Deliveries arrive to a just-in-time schedule tied to the programme. Partitions, glazed screens and FF&E are called off in sequence so nothing is double handled, and all packaging is stripped at the delivery point and removed.
- Vehicles are turned within the demised parking area. No reversing without a banksman, and no vehicle movements outside the agreed delivery windows.

Site establishment and accommodation

- Site office and welfare established in the ground floor warehouse in week one, with the existing stair core welfare facilities retained for the client and the professional team, cleaned daily to a written regime.
- A meeting room with table and chairs for ten people, heated and lit, as required by the preliminaries, together with separate sanitary provision for the Employer's Agent and consultant team.
- Ten sets of visitor personal protective equipment held on site: helmets, high-visibility waistcoats and safety boots, plus eye, ear, hand and respiratory protection as required.
- Temporary power and water taken from the existing mains with metered readings at possession and completion, and temporary task lighting that matches the intensity and direction of the permanent installation for finishing work and inspection.

Protection of the works

- A joint condition survey with the Employer's Agent on the day of possession, photographed and issued within 48 hours.
- Hardboard and breathable protection to the stair core, retained floor finishes and the first floor carpet that is lifted and stacked for reuse. Corner protection to glulam columns and exposed timber before any material moves through.
- Curtain walling and glazing protected before the panel removal and new personnel door works, with a temporary weather seal maintained until the new door is installed and made good.
- Fire-rated encasements and completed finishes are protected until the builders clean, and protection is removed progressively and inspected as each room is signed off.

Keeping the site clean and efficient

- Clean as you go written into every subcontract order, with a daily end-of-shift clean and a weekly deep clean.
- Waste segregated at source into dry mixed recyclables, timber, metal, plasterboard and general. Skips are located within the demised area on protected ground and exchanged outside the neighbouring laboratory's working peaks.
- Dust control by local extraction at the tool, temporary screens at the boundary of noisy or dusty operations, and no dry cutting inside the building.
- Waste transfer documentation retained on site and reported monthly with recycling percentages.

Access and security

- Project-specific induction for everybody before first access, covering the site rules, the fire plan, the neighbouring occupier and the cryogenic risks once the LN2 systems are live.
- Site access through one controlled point, locked when unattended. Keys and access devices are logged and accounted for, and handed over with a signed schedule at completion.
- Signing in and out electronically, with the daily register available to the Employer's Agent.
- Existing adjacent fire assembly points are unaffected and remain in use. Escape routes are kept clear and the fire plan forms part of the construction phase plan.
- No cartridge-fired tools and no petrol-driven plant on site. No smoking anywhere on site.

Working hours and noisy works

- Monday to Friday 08:00 to 18:00, as the pre-construction information permits. Saturday working only by agreement with the Employer's Agent. No Sunday or bank holiday working without prior approval.
- Any overtime notified with at least two days' notice, stating times, types and locations of work, as the preliminaries require.
- Noisy operations, principally the builders work openings, the curtain wall panel removal and the external door, are programmed into agreed windows and notified to the Employer's Agent and the neighbouring occupier a week in advance.
- A noise risk assessment for any prolonged or repeated noisy activity, with the quietest viable method chosen: cut rather than break, screens at the source, and no percussive work during agreed quiet periods.

Working in and around an occupied building

Nebula is lightly occupied, with Inify Laboratories operating next door at 191C, so the constraint is a live neighbour rather than a live floor above. We hold a single point of contact with the Employer's Agent for neighbour matters, give notice of anything that could carry beyond the demise, keep shared external routes clear and clean, and register the project with the Considerate Constructors Scheme. Any complaint is acknowledged the same day and reported to the Project Manager and Principal Designer within 24 hours as the pre-construction information requires.

3 HEALTH, SAFETY AND CDM

OP acts as Principal Contractor. Turner and Townsend is Principal Designer. We discharge the Principal Contractor duties under CDM 2015 in full and we plan the job so that the hazards which matter on this site, cryogenic gases, the timber frame, fire during construction and work near a working laboratory, are designed out before anybody is exposed to them.

- Construction phase plan issued to the client no later than two weeks before commencement, developed from the pre-construction information and including the fire plan. No work starts until written confirmation is received.
- F10 notification submitted at the same time, with the notice displayed on site.
- Project-specific induction for every person on site, including the professional team, recorded and refreshed when the LN2 and gas monitoring systems become live.
- RAMS reviewed and accepted before each package starts, with a RAMS register and signed acknowledgements held on site and permits issued for hot works, work at height, isolation and any confined or restricted access work. Permits are provided to the Principal Designer for review.
- A site manager holding a current five-day site management safety training certificate on site full time, supported by a supervisor holding the two-day supervisor certificate. First aid cover on every shift.
- Weekly site manager safety inspections, monthly independent audits by our health and safety adviser, and daily briefings with a weekly toolbox talk.
- Accident, incident and near miss reporting within 24 hours to the Project Manager and Principal Designer, with investigation and lessons issued across the project team.

Project-specific hazards and controls

Hazard	Control
Cryogenic LN2 and dry ice store: oxygen depletion and cold burns	DSEAR and COSHH assessment before design freeze; extract and CO2 / O2 monitoring commissioned and proved before handover; restricted access and specific induction while systems are live
Fire in a timber glulam framed building	Joint Fire Code compliance, hot works permits with a one-hour fire watch, no naked flame where a cold method exists, fire-rated encasements installed and inspected, escape routes maintained throughout
Work at height to ceilings, containment and the external condenser	Mobile towers and podium steps as standard, scaffold where required and made available to all trades, no ladders as a work position

Hazard	Control
Live services and unidentified existing services	Services traced, marked and isolated before work starts; statutory undertakers notified a week ahead; permit to work for any isolation
Dust and noise affecting the neighbouring laboratory	On-tool extraction, screening at source, agreed noisy-work windows and advance notice
Manual handling of partitions, glazed screens and FF&E	Mechanical handling, glass lifters for the screens, delivery to the point of use, two-person lifts specified in the RAMS

Our health and safety policy, risk assessment procedures, three-year accident and incident record, enforcement history, which is nil, and our training policy are provided with this submission.

4 DESIGN MANAGEMENT

OP completes the design under the Design and Build contract from the employer's requirements issued with this tender. Our design manager runs a single register of drawings, submittals and decisions, and every item carries an owner and a date.

- Design responsibility matrix agreed in week one of instruction, showing what sits with OP, with our designers and with the supply chain, and where the contractor's designed portions lie.
- Architectural and MEP design developed to RIBA Stage 5 during pre-construction, with a design freeze before possession. Changes after freeze go through change control, not through the drawing register.
- The fire strategy and the fire engineer's assessment report are produced first, because the fire-rated encasements, compartmentation and the cryogenic store all depend on them.
- Technical submittals confirm the specification rather than reopen it. Each submittal states the specification clause it satisfies and is issued to the Employer's Agent for record.
- As-built information is collected package by package as work completes, not gathered at the end, and the as-built drawings and Building Manual are assembled from that record.
- Weekly design team meeting through pre-construction, then fortnightly during construction, minuted with actions and dates, with the Employer's Agent and Principal Designer invited throughout.

We work as part of the project team rather than at arm's length from it. In practice that means early involvement of the Employer's Agent in subcontractor design reviews, open sharing of the procurement tracker, and no surprises between design freeze and installation.

5 COMMERCIAL MANAGEMENT

- Cost management and change control: a single change register, numbered and dated, with every instruction priced before it is executed unless the Employer's Agent instructs otherwise in writing. No work proceeds on a verbal instruction.
- Subcontract procurement: packages tendered to at least three vetted subcontractors, with a documented adjudication comparing scope, programme, resource and price. Our supply chain is pre-qualified on insurance, health and safety record, financial standing and competence, and re-checked annually.
- RFIs and confirmation of verbal instructions are logged on the project portal with a response date, reported weekly, and escalated if unanswered within five working days.
- Valuations monthly on the interim valuation dates, submitted with a marked-up progress schedule and supporting measure so the Employer's Agent can verify rather than reconstruct.
- Cost reporting monthly: cost to complete, committed and uncommitted, change register position and a forecast final account, so the Employer can forecast accurately rather than wait for the account.
- Final account agreed within eight weeks of Practical Completion, with the account built through the job rather than assembled afterwards.
- A proposed supply chain list, our preliminaries and attendances split, our statement of overheads and profit, and evidence of insurances are provided with the priced Contract Sum Analysis.

6 DOCUMENT MANAGEMENT

Every project document lives on the OP project portal: drawings and revisions, the document register, RFIs, technical submittals, RAMS, permits, inspection records with photographs, the change register, valuations and the commissioning record. The Employer's Agent and the professional team are given access from instruction, so the current revision is always the one on the portal and there is no question later about who had what. Superseded revisions are archived, not deleted. At handover the portal record becomes the Building Manual, the health and safety file and the as-built set.

7 ENVIRONMENTAL MANAGEMENT AND SUSTAINABILITY

The building is BREEAM Excellent and EPC A rated. Our job is to fit it out without eroding that, and to leave a record the client can use.

Corporate commitment

- ISO 14001 aligned environmental management, with an environmental policy and site-specific environmental plan for every project.
- Zero waste to landfill as the standing target, measured by tonnage and recycling rate on every waste transfer note.
- Carbon reduction through supply chain selection, consolidated deliveries and a preference for local labour and materials.

Site specific measures

- Local employment: our Oxfordshire and Thames Valley supply chain is used wherever a package allows, keeping travel and embodied transport emissions down.
- Apprenticeships: we carry apprentices with our core trades and offer a site visit and careers session with a local college during the fit-out.
- Community and neighbours: Considerate Constructors Scheme registration, advance notice of disruptive work, and the site kept clean at the boundary.
- Environmental protection: no discharge to the watercourse to the rear of the site, spill kits held on site, bunded storage for any liquids, and dust and noise controlled at source.
- Measurement: subcontractors report waste tonnage, recycling rate and delivery mileage monthly. We report CO2 from site energy and transport against the project target and issue the data with the monthly report.

Indoor environmental quality during the works

GenScript's priority is a healthy internal environment for its people, and the same principle applies while we are building it. We use low VOC paints, adhesives and sealants as standard and declare the products in the submittals. Cutting is done outside or with on-tool extraction, never dry cut internally. The existing ventilation serving retained areas is protected and filters are replaced before handover. The building is purged and flushed through before commissioning, and we offer an indoor air quality test before Practical Completion so the client takes a building that reads clean on paper as well as on site.

Embodied carbon and recycled content

- We record embodied carbon at package level using manufacturer environmental product declarations, and we prefer products that publish them.
- Demountable partitions are specified in part because they can be relocated rather than scrapped when the layout changes, which is the largest single carbon saving available on a fit-out of this type.
- The first floor carpet is lifted and stacked for reuse under the employer's requirements, and we extend the principle wherever the existing fabric allows.
- We record recycled content on the WRAP basis for the main packages and report it with the final account.

8 RISK MANAGEMENT

The project risk register is issued with this submission as a separate document. It carries fifteen entries with inherent and residual scoring, the controls we will apply and a named owner for each. It is a live document: it is reviewed monthly with the Employer's Agent and movement is reported in the monthly report.

The five risks that shape the programme are the fire strategy and its effect on encasements and compartmentation, the MEP and cryogenic commissioning window, long-lead manufacture running through pre-construction, existing conditions differing from the record information, and the Christmas shutdown landing inside the build.

9 TEAM AND RESOURCE

The management structure, named personnel with CVs, the labour histogram and the organisation chart are issued with the submission. The shape of the team is: a contracts manager with overall accountability, a full-time site manager from possession to Practical Completion, a project surveyor, a design manager through pre-construction and into the build, and a services manager with mechanical and electrical experience on site through first fix and commissioning, as the preliminaries require.

Resource peaks in weeks 6 to 13, during close-up, ceilings, second fix and finishes. The histogram issued with this submission shows the profile by trade against the programme.

10 ASSUMPTIONS AND CLARIFICATIONS

- Selection w/c 12 October 2026 and an early instruction or letter of intent from w/c 19 October 2026, sufficient to place long-lead orders and commission the fire engineer.
- Date of Possession Monday 23 November 2026, in line with the contract particulars, and Practical Completion Friday 5 March 2027.
- Christmas shutdown from Thursday 24 December 2026 to Friday 1 January 2027 inclusive, returning Monday 4 January 2027.
- Working hours Monday to Friday 08:00 to 18:00 as the pre-construction information permits. No Saturday, Sunday or bank holiday working is allowed for in the tender.
- Electricity and water for the works taken from the existing mains, metered at possession and completion.
- The base build is handed over complete, clean and with existing services live, isolated and recorded. Existing conditions are as the record information provided with the tender.
- Landlord consent and the Licence to Alter are secured in time to suit the pre-construction programme, with OP providing support and information.
- Cranage and external scaffold are not required. Access is by mobile tower and podium within the demise.
- FF&E is as scheduled in the Contract Sum Analysis. Any specification change after the design freeze is handled as a change.

