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**Tender Brief for the appointment of a Project Manager-led team for Stage 3/4 onwards of Phase 2 of the Krowji redevelopment scheme**

August 2018

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| **INTRODUCTION** | |
| **1.0** | **OVERVIEW** |
| 1.1 | Context and History |
| 1.2 | Our Aspirations |
| **2.0** | **THE PROJECT** |
| 2.1 | The Client |
| 2.2 | Work to Date – Stage 3 |
| 2.3 | The Site |
| 2.4 | Scope of Works |
| 2.5 | Programme and Deliverables |
| 2.6 | Our Budget |
| **3.0** | **THE COMMISSION** |
| 3.1 | General Objectives |
| 3.2 | Project Management Structure |
| 3.3 | Roles & Responsibilities |
|  | Project Manager |
|  | Detailed Design Services |
|  | Quantity Surveyor |
|  | CDM Services |
| 3.4 | Basis of Appointments |
| 3.5 | Payment |
| **4.0** | **THE TENDER** |
| 4.1 | Conditions of Tender |
| 4.2 | Timetable |
| 4.3 | Site Visits |
| 4.4 | Submission |
| 4.5 | Opening |
| 4.6 | Assessment |
| 4.7 | Interview |
| 4.8 | Decision and Award |
| 4.9 | Debriefing |
|  | **APPENDICES** |
| A | Site plan & approved plans and elevations |
| B | Summary cost plan |
| C | Provisional Programme |
| D | Project Manager’s schedule of services |
| E | Declaration of non-collusion |
| F | Financial Health Check template |

**Introduction**

Krowji is Cornwall’s biggest creative cluster, providing studios, workshops, offices, a café, meeting rooms and rehearsal spaces on its site in West Park on the western edge of Redruth.

Krowji Ltd is a wholly owned subsidiary of Creative Kernow, a not-for-profit organisation that seeks ‘…to build Cornwall’s Creative Future’. Krowji houses a wide range of small creative businesses and practitioners, with about 200 people based on site in a number of buildings, providing employment opportunities in Cornwall’s strongly growing knowledge economy.

Detailed planning consent (PA11/00065) was obtained in 2011 to develop further studio space on site over four phases and the first phase of works was completed in June 2015, providing a new access road and 50 new workspaces. These have rapidly filled with tenants and the site is operating at full capacity so Krowji now wishes to proceed with Phase 2.

The Krowji Phase 2 development will consist of enabling works (demolition of some existing buildings and modification of the access road and car parking) and the construction of a new block of workspace units (approx 950 sq m in total) which will be linked to the Phase 1 building. As with Phase 1, the building will be constructed to BREEAM Excellent.

The project is expected to be principally financed by three grant funders – the European Regional Development Fund, Arts Council England and Cornwall Council, with the balance coming from the client’s own resources and bank finance. The scheme forms part of Cornwall Council’s cultural strategy and is strongly supported by officers and members.

The funding applications are under way, with approvals expected during late 2018 and formal funding agreements in place by early 2019. See Appendix C for the provisional programme.

The directors of Krowji Ltd (the Client) now seek to appoint a Project Manager-led team to carry out project management, detailed design work, CDM and Quantity Surveyor services to take the project forward to completion. In order to progress the project at a reasonable pace the Client will appoint the team to undertake some early stages of the work at the Client’s risk, but full engagement will need to wait for final confirmation that the funding is in place. Other consultants will be appointed by separate procurement processes on a similar basis.

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| **1.0** | **OVERVIEW** |
| **1.1** | **Context and History**  Krowji’s aim is to develop a cluster of Cornwall’s best creative enterprises, eventually providing working space for 300 people in about 100 businesses and developing a national and international profile. Krowji is a key part of a wider strategy led by Cornwall Council and Arts Council England to invest in the creative sector’s infrastructure in order to sustain Cornwall’s substantial contribution to the region’s economy and to contribute to the regeneration of Cornwall. An estimated 10,000 people currently work in the sector in around 4,000 businesses, representing about 5% of the Cornish economy.  The concept of Krowji emerged about 15 years ago from a major review of the creative sector led by the Arts Council which recommended the establishment of a creative hub containing some key support agencies along with workspaces and other facilities such as meeting rooms and rehearsal spaces. As one of Cornwall’s leading creative sector agencies, Creative Kernow (then called Cornwall Arts Centre Trust or ACT), was asked to lead on the development of the project.  Following a review of possible locations across mid-Cornwall, the former Grammar School in Redruth was identified as a suitable site and the freehold was purchased by Creative Kernow in 2005. The choice of Redruth was influenced by a number of factors including good access to transport links; the support of the town, district and county councils; the good strategic fit with development plans for the Camborne-Pool-Redruth area; geographical centrality (75% of Cornwall’s creative sector workforce is based west of Truro); and a commitment on the part of Creative Kernow to support local regeneration efforts which were already involving the creative sector.  The site had been subject to extensive minor vandalism and so there was a programme of gradual temporary refurbishment over the first few years, bringing most of the buildings back into productive use, with workspace for a wide range of creative users including visual artists, furniture makers, jewellers, textile businesses, ceramicists, graphic designers, illustrators, theatre companies, office-based businesses and so on.  Alongside the day to day running of the project, Creative Kernow worked on proposals for a major redevelopment of the site – these received detailed planning approval in 2011 and the Phase 1 works took place in 2014/15, bringing in a new access road from the A3047 and constructing approximately 2,200 square metres of new building along the northern boundary of the site.  Krowji has been a great success and operates at or near capacity, with an average occupancy rate around 98%.  The complex is leased to and managed by Krowji Ltd, Creative Kernow’s wholly-owned trading subsidiary.  For more details see [www.krowji.org.uk](http://www.krowji.org.uk) |

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| **1.2** | **Our Aspirations**  We wish to appoint a team that will provide project management, detailed design, CDM and QS services through to completion.  This tender brief sets out the requirements and the procedures for the procurement of these services.  In providing these professional services we expect that the team will:   * Demonstrate a sensitive approach to this development within the curtilage of an existing busy shared site * Work with our approved designs, demonstrating a sensitive integration of high quality design * Provide innovative solutions to any issues of accessibility to and circulation within the building * Provide a final detailed design for the building that is easy, efficient and economical to operate, clean and maintain * Provide a final detailed design for an economic building life span of not less than 40 years with major component replacement at intervals of not less than 25 years and payback periods of components not greater than 15 years * Provide affordable solutions to an agreed programme * Provide a collaborative and consultative approach.   **Other consultants** – we propose to appoint further consultants, including as follows:   * + **Structural & Civil Engineers**   + **Building Services consultants**   + **Landscape and interior design services etc** as required   A **BREEAM assessor** and a **Project Ecologist** have already been appointed, subject to funding.  The tender processes for Structural Engineers, Building Services Consultants and other advisers will happen after the appointment of the Project Management team so that they would be involved in the selection process. No dates for these are set yet. |

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| **2.0** | **THE PROJECT** |
| **2.1** | **The Client**  This project is being led by Krowji Ltd (‘The Client’), a wholly-owned subsidiary of Creative Kernow Ltd, one of Cornwall’s key creative sector agencies. Creative Kernow is a registered charity no 292138 and a company limited by guarantee. See the [Krowji](https://www.krowji.org.uk/) and [Creative Kernow](https://www.creativekernow.org.uk/) websites.  The client address is Krowji, West Park, Redruth, Cornwall, TR15 3AJ; telephone 01209 313200, main contact email [info@krowji.org.uk](mailto:info@krowji.org.uk)  A Krowji Client Team has been created including the Chief Executive of Krowji Ltd; directors from the Krowji Board with experience in project management and construction; and at least one external adviser. Please see section 3.2 below for the Organogram.  The appointed Project Manager will lead the Project Team comprising contractors and consultants. The PM will also sit on the Client Team led by Krowji’s Chief Executive.  The Client Team are currently:  Dinah Graffy, Chair, Krowji Ltd  Chris Hibbert, Director, Krowji Ltd  Greg Oldrieve, Director, Krowji Ltd  Simon Williams, external member & CEO of Percy Williams & Sons Ltd, Redruth  Ross Williams, Chief Executive, Krowji Ltd and Director of Creative Kernow  Elisa Harris, Krowji Studio Manager |
| **2.2** | **Work to Date – Stage 3**  The project was granted planning permission for the overall master scheme in 2011 and has reached approximately RIBA Stage 2-3. For the approved plans, please see Appendix A. |
| **2.3** | **The Site**  The project location is Krowji, West Park, Redruth, Cornwall, TR15 3AJ.  The freehold of the Krowji site is owned by Creative Kernow Ltd and there is a 99 year lease in place between Creative Kernow and Krowji Ltd as the site operator.  Krowji Ltd has also acquired from Cornwall Council a 98 year lease on a portion of the neighbouring Redruth School land which forms part of our access road and car parking.  The site is mostly level and is a former school complex dating from 1907, with variable quality additions from 1950s onwards, including the 2015 Phase 1 building. The site is predominantly occupied by buildings; most open areas are hard surface tarmac or gravel, with some grassed areas and a few trees.  The site is bounded by the current Redruth School (mixed 11-16 comprehensive) playing fields to the north, by the wooded grounds of a Grade II listed private house to the east, by public highway to the south and by a small residential development and our access road to the west.  The Phase 2 site is only part of the overall complex; the rest will continue in operation as workspaces, offices, a cafe and meeting rooms during the period of the construction contract.  The site is shared with a children’s nursery business in part of the former school site, but in separate ownership; they have a licence to use our access road. |
| **2.4** | **Scope of Works**  The works cover the extension of the access road past the Phase 1 building, works to car parking, the demolition of an existing former classroom block; and the construction of a three-storey workspace building of approximately 950 m2 linked to the Phase 1 building.  It is anticipated that demolition of the existing single storey buildings will be followed by additional site investigations and then the main construction project. |

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| **2.5** | **Programme and Deliverables**  Please note that due to funding timetables this build is on a very strict timetable and a key element of this role will be to ensure that there is no programme slippage. For a detailed draft programme see Appendix C   |  |  |  |  |  | | --- | --- | --- | --- | --- | | Phase | Deliverables | Activities & Milestones | Responsible Person | Date Achieved By | | Pre Site | Mobilisation of Project Team | Design Team Appointments | Client | 5th October 2018 | |  | Detailed Design | Design Report | Project Manager | March 2019 | | Tender | Tender documents | Tender Issue | PM / QS | May 2019 | |  | Tenders | Tender Report | PM / QS | July 2019 | | Construction | Contractor Mobilisation | Instruction to proceed | Client | August 2019 | |  | Start on site | Hand over to contractors | PM | September 2019 | |  | Practical completion | Hand over | Contractor | 17th April 2020 | | Post Completion | Final Evaluation | Review | Project Manager | 30th June 2020 | |
| **2.6** | **Our Budget**  The target construction cost is £1.7 million inclusive of demolition and site works, but exclusive of all direct client costs such as fees, VAT and developer’s staff costs. |

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| **3.0** | **THE COMMISSION** |
| **3.1** | **General Objectives**  The professional services required of the Project Team are to take the project forward to completion and handover. These services will include:   * Project Management * Detailed Design and statutory approvals * Quantity Surveying * CDM Services   It will be a requirement of the appointments that the project achieves all the key objectives of European and Arts Council England funding.  Initially, the Project Team will be required to carry out a Project Appraisal of design, costs, programme and risk together with value engineering as necessary:   * Review existing approved designs and prepare all subsequent detailed and technical designs required for project completion to ensure full client brief, statutory and ERDF compliance including BREEAM Excellent rating * Co-ordinate designs prepared by other members of the Project Team.   The appraisal will also make recommendations for the procurement and phasing most suitable for the project taking into account the bespoke design, programme and a high level of cost certainty.  The Project Team will be required to resolve and discharge on behalf of the Client any planning conditions and all other statutory consents including Building Regulations.  It is anticipated that the main construction phase will follow a traditional procurement path with the Project Manager overseeing the processes on behalf of the Client Team. For the purpose of this bid assume a fully designed traditional single stage tender for the main contract and a separate Enabling Works phase.  Preferred formats for the Client’s electronic document copies are:   * Reports: MS Word (.docx) or MS Excel (.xlsx) or Portable Document file (.pdf) * Programmes: MS Project (.mpp) and PDF * Drawings: PDF |

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| **3.2** | **Project Management Structure**  **Creative Kernow Board of Trustees**  **Krowji Ltd Board of Directors – ‘The Client’**  **Krowji Client Team**  Ross Williams – CEO and Project Lead  Dinah Graffy, Chris Hibbert, Greg Oldrieve, Simon Williams & Elisa Harris  **Krowji Project Team**  **Project Manager & design/technical team**  **Main contractor & sub-contractors** |
| **3.3** | **Roles & Responsibilities** |
|  | **Project Manager**  From RIBA stage 3 onwards the project manager will oversee the progress of the project on behalf of the Client. For a more detailed breakdown of the role, please see Appendix D. |
|  | **Detailed Design Services**  Stage 3/4 onwards including statutory approvals |
|  | **Quantity Surveyor**  Usual requirements for core services |
|  | **CDM Co-ordinator**  Usual requirements |
| **3.4** | **Basis of Appointments**  We propose that the team is appointed by a single contract with the Project Manager, but we are open to other options, depending on how the team is constituted and having regard to the need for appropriate professional warranties. The PM Team will be expected to provide appropriate industry standard Collateral Warranties for the work undertaken and provide professional indemnity insurance cover.  Consultants may also be required to enter into warranties with external funders.  **Other consultants** – we propose to appoint further consultants, including as follows:   * + **Structural & Civil Engineers**   + **Building Services consultants**   + **Landscape and interior design services etc** as required   A **BREEAM assessor** and a **Project Ecologist** have already been appointed, subject to funding.  The tender processes for Structural Engineers and Building Services Consultants will be programmed so that appointments will be made after the appointment of the Project Management team; no timescale is set for these yet. |
| **3.5** | **Payment**  Payments will be within 28 days of a valid consultant invoice.  Stage payments schedule for each consultant to be agreed on appointment. |

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| **4.0** | **THE TENDER** |
| **4.1** | **Conditions of Tender**  Tenderers should confirm that they intend to bid by sending an email to [info@krowji.org.uk](mailto:info@krowji.org.uk)  If any points in the tender documents are considered by the tenderer as unclear, the tenderer should address their queries by email to [info@krowji.org.uk](mailto:info@krowji.org.uk)  Their query will be responded to, but it shall not be construed in a way that adds to, modifies or takes away from the meaning and intent of the contract and/or the obligations and liabilities of the contract.  Requests for clarification shall be submitted in writing, with sufficient time to allow a response and be at least 5 working days before the final date for submission of Tenders. All such queries will be responded by e-mail to all Tenderers.  TELEPHONE ENQUIRIES WILL NOT BE ACCEPTED.  During the tender period Krowji Ltd may issue Tender Amendments to clarify, modify or add to the Tender Document. A copy of each Tender Amendment will be issued to every Tenderer and shall become part of the Tender Document. No addition or alteration shall be made to the Tender Document unless it is the subject of a Tender Amendment.  If a Tenderer having expressed an interest then decides that she/he is unable to submit, please notify Krowji Ltd by email to [info@krowji.org.uk](mailto:info@krowji.org.uk) and state the reasons for withdrawal.  The Trust reserves the right to award all, part or none of the contract.  The details of these documents and all associated documents are to be treated as private and confidential for use only in connection with the Tender process.  Krowji Ltd will not be responsible for, or pay for, expenses or losses which may be incurred by a tenderer in the preparation of their tender. Krowji Ltd does not bind itself to accept any of the tenders as a result of the tendering process.  For the preparation of their tender and entering into a contract with the Client, tenderers must ensure that they have all the information required and must satisfy themselves of the correct interpretation of terminology used in these documents.  None of these documents may be altered by the tenderer. If the tenderer wishes to propose modifications to any of the documents (which they may consider would provide a better way to achieve the contracts objectives) they must provide details in a separate letter accompanying the tender response.  Tenders shall be valid for a minimum of three calendar months from the closing date for receipt of tenders. Tenders must not fax or email tender documents; any received by fax or email will not be considered.  Krowji Ltd requires all tenderers to confirm whether any actual or potential conflicts of interest that exist which may prevent them undertaking this work, and a description of measures they would adopt if a potential conflict of interest arose during or following completion of this work.  Krowji Ltd may wish to publicly quote the contractor/supplier. Tenderers are requested to confirm that the Client may (at the Client’s own discretion) do so without restriction.  The acknowledgement of receipt of any submitted tender shall not constitute any actual or implied agreement between the Client and the tenderer. |
| **4.2** | **Timetable**  The timetable for awarding this contract will be as follows:   |  |  | | --- | --- | | Tender contract published | 10th September 2018 | | Deadline for tender questions | 19th September | | Tender period closes | 12 noon, 26th September | | Interview shortlisted candidates | 4th October | | Award contract subject to funding | 5th October 2018 | |
| **4.3** | **Site Visits**  To arrange site visits during the tender period , please contact Ross Williams, the Chief Executive of Krowji Ltd – [ross@creativekernow.org.uk](mailto:ross@creativekernow.org.uk), telephone 01209 313200. |
| **4.4** | **Submission**  Krowji Ltd undertakes selection procedures which are open, fair, efficient, economical to implement, and which achieve best value for both the consultants and the Client. All tenders received will be considered based on the information they have submitted in their tender.  Please provide 4 hard copies of the Tender and a copy of the Tender on compact disc (CD). Signed copies of the following must be provided:   * Answers to Sections 1 – 4 as set out at 4.6 below * Declaration of Non-Collusion on template provided – Appendix E * Financial Health Check on template provided – Appendix F   The tender is to be returned in an envelope titled “Tender for Krowji Phase 2” and sent to:  Elisa Harris  Krowji Ltd  Krowji  West Park  Redruth  TR15 3AJ  The envelope must not bear any name, trademark, franking machine stamp or any other reference that will identify the sender or the product(s) offered.  Tenderers should ensure that Tenders are hand-delivered or despatched via recorded or registered post through the post office, courier or next day delivery and should ensure that the post office or private courier does not affix any label or other appendage to the tender envelope which could identify the sender.  If the original tender envelope is to be repackaged (e.g. by the post office or courier service) the outer delivery envelope needs to be marked ‘Tender’.  **Tenders should be received by 12 noon on 26th September** |
| **4.5** | **Opening**  **The tender submitted must follow the format given in section 4.4 above.**  Tender documents will remain unopened until after the closing date, after which time they will be opened at one time, with witnesses, by independent representatives of the Client. All tenders submitted will be verified to ensure that the information requested has been provided. Once tender documents have been opened and signed they are then evaluated. |
| **4.6** | **Assessment**  The tenders will be assessed on the overall price, skills and experience and an understanding of the brief.  In particular, the Client will be seeking a team:   * with a knowledge and understanding of the issues involved in developing specialist creative sector workspace, especially in rural and semi-rural areas; * with previous experience of working on a busy occupied site such as this one (shared with a children’s nursery, a neighbouring school and existing tenants working 24 hours a day); * with a good understanding of and a demonstrable commitment to the principles of equality, diversity and environmental sustainability * with previous experience of the specialist reporting requirements of working with ERDF projects.   Organisational capacity to deliver this project within the required timescale will be a factor.  **Please ensure the form of tender adheres to the format given below (including page limits) as variations or additional pages will not be assessed.**  **Section 1**  For each role (i.e. PM, QS, and design), give up to 3 examples of projects that you have successfully undertaken in the last 5 years that are of a similar type and scale to this commission.  Give at least two referees in relation to these projects.  This section should comprise no more than 2 sides of A4 per project.  This section will contribute to a maximum of 30% of the tender assessment score, weighted 15% for the Project Manager role, 7.5% for QS/CDM role and 7.5% for detailed design role  **Section 2**  Provide an up to date CV of the key personnel.  Each CV should comprise no more than 1 side of A4.  This section will contribute to a maximum of 20% of the tender assessment score, weighted 10% for the Project Manager role, 5% for QS/CDM role and 5% for detailed design role.  **Section 3**  Brief details on behalf of the team of your method of approach to the project and your thoughts on the key risks and challenges.  This section will contribute to a maximum of 20% of the tender assessment score.  **Section 4**  Provide a fixed price fee for work identified, broken down by RIBA Stages. Price to include all fees and disbursements, excluding VAT. Please provide as a table identifying costs for individual consultants and identifying an hourly rate for extra services if required.  This section will contribute to a maximum of 30% of the tender assessment score |
| **4.7** | **Interview**  Tenderers may be requested to attend an interview with the Client to answer questions regarding their tender submission, and may be asked to confirm their availability. The date for this is provisionally set for 4th October. |
| **4.8** | **Decision and Award**  The Trust reserves the right to negotiate with the preferred bidder and to award all, part or none of the contract. |
| **4.9** | **Debriefing**  All unsuccessful bidders will be given written feedback if requested. |
|  | **APPENDICES** |
| **A** | **Site plan, approved plans and elevations** |
| **B** | **Summary cost plan** |
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