

Project Manager Brief



Refurbishment & Conversion of Bourne Town Hall



Credit: Allan Joyce Architects

CONTENTS

1. INTRODUCTION	2
2. ABOUT THE BUILDING	2
3. ABOUT THE PROJECT	3
4. SCOPE OF WORKS	5
5. APPLICATION AND SCORING	8
6. BUDGET	8
7. TENDER TIMETABLE	8
8. EVALUATION OF TENDERS	8
9 ASSESSMENT CRITERIA:	9
10 AWARD CRITERIA:	10
11 INSTRUCTIONS TO BIDDERS & CONDITIONS OF QUOTATION	12
12 SUBMITTING THE TENDER RESPONSE FORM	13
13 ACCEPTANCE OF QUOTATION	13
14 BIDDERS WARRANTIES	13
15 CONTRACT & PERFORMANCE MANAGEMENT ARRANGEMENTS	14
16 DEFAULT	14
PROJECT SCHEDULE	15

1. Introduction

Following the award of a £3.3m Delivery phase grant from the National Lottery Heritage Fund, Bourne Town Hall Trust are seeking to commission a project manager to deliver services in support of the Refurbishment & Conversion of Bourne Town Hall.

This Project Manager Brief sets out the job role and will enable Bourne Town Hall Trust to select a consultant for the project.

The delivery phase of the Project is due to commence in April 2025.

2. About the Building

Bourne Old Town Hall is a Grade II listed building designed by Bryan Browning, prominent Lincolnshire born architect, in 1821 and constructed in the classical style.

One of the most impressive civic buildings in Bourne, the construction was funded through private subscription by 123 members. The plot of land was gifted by Brownlow Lord Burghley the 2nd Marquis of Exeter to the town, along with a sum of 100 guineas to contribute to the costs of construction.

The building was originally used to house the Petty and Quarter sessions on the first floor, alternating hosting responsibilities with Sleaford, while the ground floor, which has a series of multiple open bays onto the alleyways either side of the building, housed shops and a covered market locally known as 'The Shambles'. In 1890 the ground floor became the station of the fire brigade, the horse drawn fire pump housed in the northern ground floor arch of the building with the Shambles bays eventually converted into individual stables for the horses. In 1900 the copper clock face was replaced for one of white opal and a series of gaslights were installed to illuminate the face. However, in 1932 a fire broke out in the clock tower as the clock's gaslight mechanism was contained within a wooden casing. Despite the valiant efforts of the fire brigade the tower was completely destroyed and has never been replaced, instead a clock face was installed on the pediment. The fire brigade relocated in 1946 and the Shambles became a store for market stalls. In 1974 the courtroom was reduced in size to create a smaller second courtroom and a larger waiting area.

The District Council took over the use of the building in 1992, constructing a new red brick extension to the rear of the building. The Shambles was converted into office space with the ground floor front entrance and northern bay made into a cash office. Many alterations were made to the building during this period that have concealed many original features of the Town Hall. The Magistrates court ceased to operate in 2008 and in 2014 the council moved to its current location at the Corn Exchange, leaving the building unoccupied and it has continued to be so.

The Town Hall's distinctive three bay stone façade is the most striking feature of the town square, regarded by Pevsner as being in the 'special way' and the most noteworthy building in the Market Place. The central bay staircase is a prime example of Browning's ingenious design in the face of limited space, the grandeur of the pair of horseshoe flights are not diminished by their recessed placement but are rather accentuated by the framing of two Doric columns.

The rich heritage of Bourne Old Town Hall is representative of not only Bourne's civic history and political importance in the county, but of its sense of community, indicative from its origins as a subscription funded project. The building has acted as a focal point for the day-to-day life of Bourne for over 200 years, bringing people together and this heritage and spirit needs to be further explored and shared for the next generation.

3. About the Project

The project will create a community arts and heritage centre at the Old Town Hall in Bourne which, until 2014, stood empty. Our Grade II listed building, which formally housed the court room for Bourne upstairs, the covered 'shambles' market and local fire station downstairs, will become a vibrant community space open to all that celebrate the arts: serving and entertaining the people of Bourne, and visitors to the region.

The Courtroom will become a multi-purpose space with retractable seating to accommodate both a traditional theatre/cinema layout and when retracted, offer a flexible space for theatre 'in the round', workshops exhibitions and receptions.

Downstairs, the 'Shambles' space will be open with a licensed bar for light refreshments as well as facilities for small live music and performance events.

To celebrate the creation of this new community space we are planning to create a varied activities programme to involve our community, including a research project into the names on our subscribers' board – local residents in the 19th Century who contributed financially to the building of the town hall. We also want to explore, with the help of volunteers, some of the cases from the court history and make them available as part of an online digital resource.

It is our intention to correct the unsympathetic work, including the removal and replacement of the 1990s interventions which are affecting the structure. Essential repairs include the restoration of the Limestone façade, the restoration of the original 200-year-old slate roof, removal of 20th century fittings dating to the Hall's time as a local authority office. The services in the building are all antiquated and in urgent need of replacement. We intend to undertake new works, including the creation of new kitchen, bar, and toilet facilities, to improve the usability of the building and maximise supporting revenue opportunities.

Making the building more accessible, is of key importance, with the installation of a new staircase to the first floor, the inclusion of a lift and accessible toilets.

The project includes a comprehensive Activities programme to involve our community. Activities include a research project into the names on our subscribers' board – local residents in the 19th Century who contributed financially to the building of the town hall. We also want to explore, with the help of volunteers, some of the cases from the court history and make them available as part of an online digital resource.

The output of the activities plan will also provide core input into the Interpretation Plan for the building.

3.1 The Capital Works

The proposed works will generally include but are not limited to:

- Remove concrete floor and replace with breathable timber floor.
- Remove internal Steelwork and sympathetically strengthen Courtroom floor.
- Form a lobby to the west end of the first floor.
- Convert former courtroom into a performance space, incorporating retractable seating.
- Improve accessibility in and around the building.
- Internal alterations to accommodate temporary exhibition space.
- Install new catering facilities, toilets and changing spaces.
- Refurbish the existing toilets.
- Remove modern internal walls to the former Shambles, to form an open community space.
- Reinstate the clock tower.
- Improvements to the electrical services.
- Alterations to the electrics to accommodate internal alterations and the changes in use.
- Upgrade the existing heating system.
- Investigate methods of improving the energy efficiency of the building.
- Repairs to the surface and foul water system, subject to the findings of the drain scan.
- Provide insulation to the roof space.
- Remove the asbestos slates.
- Replace the roof coverings throughout the building, including replacing the lead flashings.
- Replace the lead lined valley gutters.
- Allow for repairs to the timber roof structure.
- Extensive repointing in lime mortar to the brick and stone external walls.
- Repairs to the brick and stone walls.
- Overhaul all external timber windows and doors.
- Replace rotten timber windows.
- Replace glazing to the cast iron window in the former courtroom.
- Replace defective plaster to the walls and ceilings, with lime plaster.

- Repairs to the decorative cornice.
- Internal joinery repairs.
- Refurbish retained internal doors.
- Internal fit outs associated with the new uses.
- Install new sanitary fittings.
- Install new mechanical extract systems.
- Repairs to the floor structures, following further investigation.
- Improvements to the gallery area of the former courtroom.
- Replace rainwater goods with cast iron, including designing out the internal downpipes.
- External and internal decoration.

3.2 Ownership & Current Status

Ownership of the building is with Bourne Town Hall Trust, having been transferred from Lincolnshire County Council to Bourne Town Hall Trust

3.3 Statutory Approvals

The proposed works to the buildings will adhere to the following statutory consents submitted granted in 2024:

- Planning
- Listed building consent
- Building Regulations approval

4. Scope of works

An experienced Project Manager is required to manage and provide oversight of all aspects of the Delivery project to include the contractors delivering the Capital Works, Activity Plan, Interpretation and evaluation.

Reporting to a nominated trustee, the PM will be responsible for formal reporting to the Trustees and The National Lottery Heritage Fund as required.

4.1 Contract

This post is offered for the delivery stage of the project under a consultancy contract funded through a National Lottery Heritage Fund Delivery Phase Grant. The Capital Project Manager will be contracted by Bourne Town Hall Trust (BTHT), the owners and end users, and accountable to the project board.

The post holder will work collaboratively with the project board and wider stakeholders to deliver the project and all targets to a high standard.

The Capital Project Manager role may be delivered by either an individual or company but must demonstrate the following:

4.2. Experience and skills

- Demonstrable experience of previous project management and procurement in the delivery of National Lottery Heritage Fund projects of similar size and complexity.
- Experience of working with a professional team to deliver the project from RIBA stage 4 to RIBA stage 6.
- Experience of contract management on capital projects.
- Knowledge of the heritage sector or visitor attractions .
- A demonstrable knowledge of heritage led regeneration and experience of working with charitable trusts.
- Excellent interpersonal and communication skills.
- A high level of advocacy and negotiating skills.
- Demonstrable ability to work collaboratively and forge effective working relationships.
- Ability to identify appropriate advice and information.
- A willingness and ability to engage with the wider community.
- Demonstrable ability to solve problems.
- Good time-management skills.
- Experience of budgets and accounts, including managing funding from grant-giving organisations and other sources.
- Excellent IT skills.
- A good standard of written and spoken English.

4.3. Role Description

- 1 Act as the key point of contact for the capital scheme delivery for the project team, all consultants and external stakeholders including funders. For the avoidance of doubt this will include all works up to and including practical completion and building handover, including fit out and grant compliance to project completion.
- 2 Maintain the project programme, (please state the tools used, in your response such as Microsoft Project or similar tool, to ensure project durations, dependencies and critical paths are clearly identified and managed).
- 3 Maintain the project budget, and all other key project documentation, including the risk register, ensuring appropriate version control and highlighting any issues as they arise.
- 4 Oversee procurement and co-ordination/management of the main contractor and other specialist contractors to ensure the delivery of the capital works in line with the required outcomes and to programme and budget.
- 5 Ensure the main building contractor produces a master programme, including key dates and requirements, which they report against.
- 6 Be the first point of contact for project matters from contractors, preference is for email to allow for an audit trail. Where a phone call is required it should be followed up with an email for confirmation.

- 7 Coordinate with the main contractor a nominated trustee to ensure that communication with neighbouring properties is constantly maintained to keep them informed on planned works and disruptions including expected noise disruption and duration.
- 8 Arrange monthly progress meetings with the main contractor and the trust at which they provide a detailed review of their progress on site against the master programme.
- 9 Organise monthly regular progress meetings with the trust as well as periodic cost and risk meetings as required. Produce summary minutes and actions, with dates to be circulated following the meetings. - All meetings will be minuted and agendas produced and circulated a minimum of 2 working days prior to the meeting. You will be expected to provide update reports as and when requested
- 10 Compile and Report to The National Lottery Heritage Fund and other funders (dependent on individual organisation requirements) on financial and progress monitoring in line with their specific requirements.
- 11 Managing the completion process to ensure that the contractor provides the information needed for the ongoing running, maintenance and safety of the building and the people who use it.
- 12 Acting as a key point of liaison for access to the site for activities during capital works so aspects of the activity plan can be delivered by the activities consultant to meet the outcomes of the project.
- 13 Ensuring that any data required by the evaluation consultant relating to the Delivery Phase is collected and shared.
- 14 Monitor consultancy contract milestone dates/delivery of requirements and provide timely information to the trust to ensure that all contracts are compliant. In addition, where required, support with the procurement and/or reappointment of other members of the professional team, including design team, interpretation consultants and evaluation consultants.
- 15 Liaising with the QS to implement a structured procedure for strict cost management and detailed review of the cost plans with aim of maintaining the highest quality of delivery to include advice to the team on where value engineering needs to be explored if necessary.
- 16 Instigating a change management procedure to ensure that the trust is consulted on design and finish changes.
- 17 Maintain a risk register to manage all project risks.
- 18 Set regular dates for formal reports and meetings and providing regular updates on the project.

4.4 Working Hours

The Project Manager will be expected to deliver all agreed outputs of the Project Management function for the delivery stage of the project according to the delivery application. Working

hours are therefore not prescribed but should be sufficient to achieve the scope of work. Occasional evening and weekend working may be involved in the role.

Bourne Town Hall relies heavily on Trustees and volunteers who give time voluntarily to keeping the building going, using existing expertise and developing new skills as they go. We seek to maximise opportunities for the development of our staff and volunteers through projects. As part of the project, the Project Manager will be expected to work collaboratively with team members and delegate tasks as appropriate to facilitate this.

4.5 Limits of Authority

The Project Manager must not agree expenditure on behalf of Bourne Town Hall Trust unless such expenditure has been agreed in advance, in writing. Any expenditure not agreed in advance shall be deemed to have been incurred by the consultant. This includes any additional goods or services provided by the consultant. The project manager will agree with the Trustees any limits of authority at the point of agreeing a contract for the provision of services and will be reviewed as the project progresses.

5. Application and Scoring

Submissions should be made using the Response Form provided, which highlights:

- Details of consultant(s) skills and experience relevant to this brief
- 2 case studies of project management work, ideally demonstrating work on National Lottery Heritage Fund or other funded projects
- Methodology as to how you will meet the brief
- Fee proposal to include clear breakdown of day rate and time allocated for this project

6. Budget

The budget for entire delivery project is £3.66m.

7. Tender Timetable

Project Manager Role advertised	3rd April 2025
Deadline for submission of applications	30th April 2025
Interviews	Week of 12th May 2025
Appointment of professionals confirmed	Week of 26th May 2025

8. Evaluation of Tenders

- 8.1** The tenders will be assessed through a two-stage Request for Quotation. The first stage will involve evaluating a written tender response, the form for which can be found as an appendix to this document.
- 8.2** The second stage of the assessment will be an interview process, with a panel consisting of The National Lottery Heritage Fund and Bourne Town Hall Trust representatives. Questions shall be standard and common to all suppliers invited to interview, though

supplementary questions may be used to clarify answers where required. The answers to the questions will enable an assessment of the suitability of the bidder to undertake the works, based on pre-determined assessment criteria. Great weight shall be accorded to the bidder's previous experience working on complex historic building projects within the assessment process.

- 8.3** Throughout the evaluation process, the Trust reserves the right to seek clarifications from Bidders, where this is considered necessary to achieve a complete understanding of the bids received. In any event, should the evaluation panel, in its reasonable judgement, identify a fundamental failing or weakness in any quotation (non-compliance), then that quotation may, regardless of its other merits, be excluded from further consideration.
- 8.4** As part of the interview process the bidder will be expected to prepare and deliver a PowerPoint presentation based on their initial, written tender submission and the criteria below, which will be no more than 20 minutes in duration. Following the presentation there will be an allowance of 30 minutes for a Q & A session. The panel shall use both the presentation and the Q&A session to assess and score proposals.
- 8.5** The presentation should focus on the following points:
- Brief overview of the company
 - Examples of previous works of a similar nature, to include photographs and financial outcome vs original budget.
 - Approach to project planning, monitoring and risk management and tools used.
 - Demonstrate the process you would take when dealing with increased construction costs part way through a construction project.

9 Assessment Criteria:

Assessment Criteria	
Completion of Quotation	Bidders must submit a quotation based on all of the items included in the above Scope of Works and role description
Company Details	Bidders must complete the company details in full.
Professional Standing	Bidders must answer all questions relating to the Professional Standing.
Financial Standing	Bidders must be able to provide evidence if requested of their financial standing.
Availability	Bidders must confirm that they have sufficient availability to provide the services in the proposed project timeframe.
Contract Performance & Experience	The organisation must be able to demonstrate relevant experience and sound contract performance.

Modern Slavery Act 2015	Bidders must state they are compliant with the annual reporting requirements contained within Section 54 of the Act.
Insurances	Bidders must evidence relevant insurance cover for this type and size of project.
Health & Safety	Bidders must be able to demonstrate a sound Health & Safety record.
Equality & Diversity	Where possible bidders must be able to demonstrate a sound Equality & Diversity record.

If the situation arises where no Bidders meet the minimum requirements, the Trust reserves the right to cancel or restart the tender process.

10 Award Criteria:

Bourne Town Hall Trust will accept the Most Economically Advantageous Tender (MEAT), Quotation, i.e. which reflects a balance between cost and quality.

The award criteria will be scored out of 100%, with bids evaluated as below:

Price & Costs	40%
Quality	60%

10.1 Price - 40%

Price will usually be evaluated using the methodology below.

The maximum price % is given to the lowest submitted price. Other price scores will be calculated as a percentage of the maximum score based on their price in relation to the lowest price.

For example, in the table below Supplier 3 has submitted the lowest price and therefore receives maximum points. Supplier 1 has submitted a price 25% higher and therefore receives a score 25% lower.

Supplier	Price	%
1	£125,000	30
2	£185,000	6
3	£100,000	40
4	£150,000	20
5	£225,000	0 *

*If a bid is more than twice the amount of the lowest price the equation will produce a negative number, in this case the bids score 0 points. ***Please note the figures used in the above table are purely for example purposes only and are not a reflection of anticipated tender prices.***

10.2 Quality – 60%

Bidders will be scored on their responses to the Proposed Working Method Questions (Section 4) in relation to the requirements of the specification. The weighting applied to each of the quality sub criteria is shown in the table below:

Element	Weighting
Approach to Delivery of the Specification	15%
Skillset & Relevant Experience of Project Personnel	15%
Methods of Communication/reporting mechanisms	10%
Project Planning & Risk Management	10%
Presentation	10%

The quality element of the quotation will be scored using the following scale of awarding marks between 0 and 4:

0	<p>Completely unsatisfactory/unacceptable response No response to the question or serious deficiencies in meeting the required standards. The response gives the assessors no confidence that the provider is able to deliver on this aspect of the specification. The potential risks to the Trust are very high. Responses graded as Completely Unsatisfactory shall be deemed non-compliant and shall result in the exclusion of the tenderer from the bidding process.</p>
1	<p>Poor response The proposals provide only limited evidence that the specified requirements will be met and / or demonstrate significant omissions and / or demonstrate only a limited level of quality. The response gives the assessors only very limited confidence that the provider is able to deliver on this aspect of the specification. The risk to the Trust is high.</p>
2	<p>Acceptable response in some areas The response is compliant in most areas, but in some areas falls short of the required standards. The proposals provide evidence that reasonable quality will be met where detailed, but with some material omissions. The risks to the Trust are medium.</p>
3	<p>Good response The response is compliant and meets the contract standards. The proposals provide evidence that the specified requirements will be met, with no more than minor omissions and where any concerns are only of a minor nature, and demonstrate reasonable quality, giving a high level of confidence that the provider has understood the demands of the question and will likely deliver upon this aspect of the specification. The risk to the Trust is low.</p>
4	<p>Outstanding response The response is fully compliant, with no omissions, and clearly indicates a full understanding of the contract. The proposals provide strong evidence that all of the specified requirements will be consistently delivered to a high level of quality. The risk to the Trust is very low.</p>

11 Instructions to Bidders & Conditions of Quotation

11.1 General Instructions

Bidders must adhere to the following instructions and conditions. Failure to comply could result in the quotation being rejected.

Bidders should be aware that canvassing will lead to disqualification from the tender process.

The information that Bidders give in response to the Request for Quotation forms part of the legal representations of the Bidders organisation during the procurement process. Any findings of misrepresentation may result in any subsequent contract being terminated.

Bourne Town Hall Trust does not bind itself to accept any offer resulting from the Request for Quotation and reserves the right not to award any contract under this procurement process.

11.2 Information, Costs and Expenses

The Bidder is responsible for obtaining all information necessary for the preparation of its submission and all costs expenses and liabilities incurred by the supplier in connection with the preparation and submission of the tender will be borne by the Bidder.

Bidders should satisfy themselves of the accuracy of all fees, rates and prices quoted, since Bidders will be required to hold these or withdraw their Tender in the event of errors being identified after the submission of Tenders.

If a Bidder fails to provide fully for the requirements of the Specification in the Tender it must either:

- absorb the costs of meeting the full requirements of the Specification within its tendered price; or
- withdraw its Tender.

11.3 Research and Investigation

The Bidder will be deemed for all purposes connected with the tender and the Contract to have carried out all researches, investigations and enquiries which can reasonably be carried out and to have satisfied itself as to the nature, extent, and character of the requirements of the Contract (in the context of and as it is described in the Specification), the extent of the materials and equipment which may be required and any other matter which may affect its Tender.

11.4 Completing the Tender Response Form

Attached with this brief is a Tender Response Form Failure to complete the form as instructed may result in your submission being rejected.

When completing this document you may enlarge the answer boxes to ensure you have sufficient space to respond. Please do not alter or amend the form in any other way.

Please answer every question as instructed to do so. Do not assume that those evaluating the form will know about your organisation or the work that you do, and answer the questions as fully as possible within any given constraints.

If the question does not apply to you please write N/A; if you don't know the answer please write N/K. When posed with Yes / No questions please edit your answer as appropriate. All figures should be in full, i.e. £3,500,000 not £3.5 million and in GBP.

11.5 Signatures

Where required, the Invitation to Tender Document must be signed in accordance with the options below:

- (a) where the Bidder is an individual, by that individual; OR
- (b) where the Bidder is a partnership, by two duly authorised partners; OR
- (c) where the Bidder is a limited company, by a director duly authorised for such purposes.

You may submit electronic or typed signatures. However, should you be successful, you will be required to re-sign all declarations that form part of the contract with an original signature.

11.6 Supporting Documents

You may provide supporting documents.

12 Submitting the Tender Response Form

Tender responses should be submitted electronically via email to the below email address: admin@bournetownhall.org.uk

Tender responses must be submitted no later than 12:00 noon on the **30th April 2025**.

Any queries regarding this opportunity should be submitted electronically to the above email address.

Bourne Town Hall Trust reserves the right to reject any tender submission received after the above deadline.

13 Acceptance of Quotation

Any acceptance of a quotation by the Trust will be in writing and communicated to the Bidder.

Bourne Town Hall Trust will inform the Bidder of the acceptance of the offer by means of a formal letter accompanied by two copies of the contract document. The Supplier will be expected to sign and return the contract document to Bourne Town Hall Trust who will duly sign and complete the contract and return one copy to the Supplier.

14 Bidders Warranties

All Bidders shall keep their respective Forms of Quotation valid and open for acceptance by the Trust until the expiry of 90 days from the last date for the receipt of quotations.

15 Contract & Performance Management Arrangements

The contract will be managed by Bourne Town Hall Trust, with the project manager being responsible for the day-to-day project issues. The project manager will report to a nominated Trustee. In the event that they are not available any urgent matters are automatically directed to another nominated project team member.

To manage and mitigate risk the project manager will maintain an active risk register which will be provided ahead of and reviewed at the monthly progress meetings.

The project manager will coordinate with the contractor a nominated trustee to ensure that communication with neighbouring properties is constantly maintained to keep them informed on planned works and disruptions including expected noise disruption and duration.

16 Default

16.1 In the event of any term of this contract being breached, then the following steps shall be taken by Bourne Town Hall Trust:

- i. On the occurrence of a first breach a written warning shall be given outlining their responsibilities under the contract and the nature of the breach.
- ii. On the occurrence of a second breach, a further similar written warning shall be given followed by a formal meeting to discuss the issue.
- iii. On the occurrence of a third breach the consultant may be terminated without notice.

16.2 In this Schedule, acts or omissions that would constitute a breach as referred to above include but are not limited to:

- Failure to perform the work in accordance with the contract requirements
- Failure to meet agreed deadline for completion of work
- Uncooperative, disruptive or threatening behaviour
- Failure to conduct the work in an acceptable manner

Whether a breach has taken place is determinable by the Heritage Lincolnshire.

In the event that a breach is of a sufficiently high severity posing significant risk, such risk to be determined by Bourne Town Hall Trust, the consultant may be terminated forthwith.

In addition to this should all items/services not be provided then tender pricings shall be reviewed.

16.3 The Consultant must not agree expenditure on behalf of Bourne Town Hall Trust unless such expenditure has been agreed in advance, in writing. Any expenditure not agreed in advance shall be deemed to have been incurred by the consultant. This includes any additional goods or services provided by the consultant.

APPENDICES:

Project Schedule

