**SERVICES BRIEF**

**TEMPORARY WORKS PROJECT MANAGER (RIBA Work Stages 4-7)**

**Background**

Central Market is a unique and well loved Grade II\* listed building set in the centre of Cardiff.

The Market represents the very heart of the city, being central to the city centre physically & having played a central part in the commercial development of the city having been the original site of the old cattle market in the 18th century and the former city gaol and the site where where [Dic Penderyn](https://en.wikipedia.org/wiki/Dic_Penderyn) was hanged on 13 August 1831. The redevelopment of Market Buildings on St Mary Street in 1884-1886 (under which you enter the market from St Mary Street) spurred Cardiff Borough to rebuild the market. It represents a high water mark in Victorian municipal architecture and was opened 8 May 1891 and is amongst the most ambitious civic market buildings in Wales which has served the city for over 127 years. The building is the largest listed indoor market within Wales. 349 stalls were provided in the original layout, ranging from simple open counters to lock ups that could be leased on a daily, weekly or longer basis. There was a determined attempt to group tenants by trade and to confine non-food sales to the balcony in an effort to ensure that shoppers did venture upstairs. A raised office for the Market Superintendent was provided on the ground floor surmounted by a clock tower (added later) – this is still used by the Market Manager today.

Cardiff Market consists of two shopping levels, a ground floor and a balcony level which wraps around the market exterior walls on the interior. Entrances to the market are located at St. Mary Street, Trinity Street and from an alleyway off Church Street. 66 separate company traders currently operate from the market employing over 200 personnel.

The market is also home to some of the oldest established business in the city, such as Ashtons Fishmongers who were established in 1866 and occupants of the previous market building as well as one of the first original tenants to the existing market. The building plays an important part in the city’s economy and economic wellbeing, currently believed to attract some 226,000 visits per year making it one of the most visited historical buildings in Wales. It also plays an important part in understanding the development of the city and its history.

Cardiff Market suffers the problems of the difficulties related to heritage management and lack of engagement. A slow physical deterioration of the grade II\* listed building along with piecemeal alterations has increased the vulnerability of the building to the extent that it now requires a comprehensive programme of restoration to prevent further risks to its heritage. Original features need to be brought back to prominence, clutter removed and inappropriate modern interventions undone. Issues related to lighting, ventilation and drainage need to be addressed and improved.

Cardiff Market is ideally situated to take advantage of the city centre’s remarkable transformation over the last decade. High quality retail development and strong urban design have helped create a distinctive and contemporary city centre, which is evident in the increasing numbers of visitors coming to Cardiff. The City Council is seeking to build upon this trend by restoring the market to meet the modern day demands of retailing whilst enhancing the unique shopping experience and historical significance of the building to the city. It also seeks to build upon the heritage learning activities currently undertaken by the Cardiff Museum to encourage greater understanding and appreciation of the importance of the building to the city as well as interpretation within the building itself.

**Current Position**

Successful grant applications have been made to the Welsh Government and the National Lottery Heritage Fund in order to secure funding to deliver the project. The scheme is currently being developed through RIBA Stage 4 with a view to engage a contractor and commence site operations in August 2024.

The Design Team for the refurbishment project as a whole has already been appointed:

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| --- | --- |
| Lead Consultant, Conservation Architect as Designer, Contract Administrator | Alwyn Jones Architects |
| Principal Designer | Alwyn Jones Architects |
| Quantity Surveyor | Cleaver & Co. |
| Building Services Engineer | Howard Doolan Associates |
| Consulting Structural Engineer | Mann Williams |

In addition to the overall refurbishment objectives, one of the more complicated aspects of the project to manage will revolve around project planning and the need to ensure that the stall holders are able to continue trading during the construction period. Previous options appraisals and consultation with the traders has determined that they will continue to trade in the market as the building is refurbished in distinct phases. During each phase, a section of the traders will need to be provided with suitable temporary accommodation that allows them to trade from the street outside.

To date, an anticipated programme has indicated provisionally that each stall holder is likely to be displaced for up to approximately 3-4 months across a 2 year construction period, though there are some key exceptions to this. The traders will need to be relocated to short term temporary trading accommodation sited close to the market eg Trinity Street & Working Street. It is anticipated that a series of different temporary units will be hired (or bought if better value is provided) to accommodate the traders.

**The Role**

Cardiff Council are seeking to appoint a Temporary Works Project Manager (TWPM) to act on their behalf to deliver a high quality project / programme management service for the temporary works elements of the project. The TWPM will be responsible to the Project Coordinator and will be expected to work closely with all members of the Project Board, its consultants, contractors and market tenants.

The project is seeking the best value solution to allow the restoration works to be undertaken within the Market whilst enabling the stall holders to continue trading. Specialist consultancy advice is required to assess the complex nature of this aspect of the project and to develop a suitable detailed solution that fits within the framework of the wider project and meets the needs of the various market traders and provide a best value solution. The project requires a detailed programme and costing of the relocation phasing related to the tenants as well as any Programmer Consultancy costs associated with the support of this process.

The market currently has approximately 64 different traders accommodated within that each have differing requirements in order to be able to run their businesses. Whilst some are relatively straightforward to accommodate as they need little more than display and storage space, others have complicated requirements.

The market currently accommodates :

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| --- | --- |
| **Stall Type** | **No.** |
| Fishmonger | 1 |
| Greengrocer | 2 |
| Butcher | 4 |
| Food - Cafe | 7 |
| Food - Takeaway | 17 |
| Food - Sales | 2 |
| Gold / Security / Jewellery | 2 |
| Cobbler Key Cutting | 1 |
| Retail (various types & requirements) | 27 |
| Barber | 1 |
| Psychic | 1 |
| Aquatic Supplies inc. tropical fish | 1 |

The requirements of many of the traders are unique, with Fishmonger and Butchers requiring access to large scale refrigeration at all times as well as preparation and display spaces that meet environmental health standards. Food preparation stalls require a level or refrigeration and some cooking facilities along with ventilation and Café’s have a need for some seating associated with their food preparation. The Gold & Jewellery stores have heightened security requirements, the Cobbler uses a sizeable piece of machinery and each individual retail stare has its own requirements for display and storage. The Market Manager has liaised with each of the traders and prepared a spreadsheet of individual requirements for each stall that should provide much of the raw data needed.

To date several options have been considered and it has been determined that phased relocation of the tenants is likely to provide the most appropriate solution. This is also the solution that most traders have requested.

The TWPM will take charge of all aspects associated with the temporary relocation of the market’s stall holders. This will include liaising in more detail with each of the tenants to assess their needs (basic requirements have already been obtained via the Market Manager), liaising with the design team and appointed contractors to ensure that programming and sequencing of the temporary works are well dovetailed with the main building contract. The TWMP will engage with suppliers of suitable temporary accommodation, prepare documentation to enable costs / tenders to be provided for the provision of the temporary accommodation and liaise with the council to ensure all necessary permits and arrangements are in place (including temporary services etc).

The TWPM will be responsible for planning and managing the implementation of a programme for the temporary works that works with the main contract programme from beginning to end for the restoration of Cardiff Market. The consultant will oversee the budget and timeline for programme completion and make sure that the programme is progressing accordingly.

**Services to be Provided**

**General**

* Work closely with the client and design team to understand the various pressures on the project.
* Review the proposals with the design team as they are developed.
* Liaise with market traders to gain an understanding of their different needs and the impact that the construction work will have on their business.
* Work with the tenants and Market Manager to identify their requirements in terms of the temporary relocation requirements for each tenants.
* Attend Client, design, Project, construction and other meetings as provided under this Appointment to provide input regarding programming and progress of the temporary works.
* Establish a structure and procedure for Project, design, construction and other meetings including frequency, function, communication protocols, required attendees, chairperson and responsibility for recording of meetings and circulating reports and other information.
* Convene, chair and minute all temporary works project and contract meetings.
* Prepare and maintain a Project execution plan, or similar management tool, identifying the roles and responsibilities of the Client, the Professional Team, the Contractor and subcontractors, suppliers and any client directly procured contracts
* Issue instructions, on behalf of the Client in accordance with the terms of their appointments
* Manage and monitor the performance of the temporary works contractors and report to the Client.
* Check applications for payment from the various suppliers associated with the temporary works and recommend payments to the Client.
* Liaise with the Professional Team, prepare and manage the Programme for the temporary works elements to accommodate the traders. Monitor actual against planned progress, identifying corrective actions/ recommendations.
* Liaise with the Professional Team and prepare regular quality, progress and cost reports. Advise the Client of any decisions required and obtain authorisation.
* Establish and implement change control procedures, addressing project, design and delivery changes.
* Prepare a risk management strategy. Prepare and maintain a temporary works project risk register including reviewing at regular intervals and report to the Client and feed back to main contract design team.
* Comply with the *Construction (Design and Management) Regulations* insofar as they relate to this Appointment.

**Procurement – Temporary Works**

Develop, manage and arrange a procurement process for the temporary works elements of the project.

* Provide services for the temporary organisational relocation of tenants to new temporary accommodation, including:
* Liaising with individual tenants, the client and contractor to ensure that all agreed requirements are in place to suit the contractor’s programme.
* Developing and managing programmes to coordinate and deliver the required temporary accommodation and associated technical requirements to suit the phasing of tenants relocation to temporary accommodation and their reinstatement.
* Programming, coordination and management of the order and installation of specialist equipment to the fish & butcher tenant stall areas.
* Advise on suitable potential tenderers / providers of temporary accommodation. Prepare recommendations for the Client’s approval.
* Liaise with the Professional Team and assist the Client to procure any enabling works contracts required before the performance of the main Building Contract.
* Manage and lead the procurement process, including pre-tender interviews, mid- tender interviews (where relevant) and post- tender interviews.
* Advise and comment on the tenderer’s design and construction programmes and method statements.
* Liaise with the Professional Team and prepare a tender report (where appropriate). Prepare recommendations for the Client’s approval.
* Conduct negotiations with tenderers. Prepare recommendations for the Client’s approval.
* Obtain confirmation that required insurances are in place prior to commencement of works on the Site.