

Marlowe Kit Project

Invitation to tender for PROJECT COORDINATION services

September 2023



1.0 Introduction

The Marlowe Trust (the Trust) is seeking to commission specialist project coordination services in relation to the Marlowe Kit project in Canterbury, Kent (the Project). The project seeks to repair and adapt a range of historic buildings in the city centre to provide a creative learning centre, heritage destination and cafe.

The appointment of successful service provider is subject to confirmation of Development Phase funding from the NLHF with an expected outcome in November 2023.

Background

The Marlowe Trust

The Marlowe Trust is a charity which manages The Marlowe Theatre - one of the UK's most successful large-scale presenting theatres and the biggest performing arts employer in the region. Its core mission is to be Kent's engine house for the performing arts. The eclectic touring programme, with over 400 performances each year, brings West End musicals and national theatre, opera, dance and classical music companies to Kent. The Marlowe's resident and associate companies include the Philharmonia, Glyndebourne Opera, the Royal Shakespeare Company, Matthew Bourne's New Adventures and Maria Aberg's Projekt Europa. The Marlowe is developing its capacity to produce new theatre production, moving towards a mixed economy of commissioning and producing at all scales alongside presenting major tours.

The Marlowe plays an important role in developing the next generation of theatre-makers, providing opportunities for all ages to participate, co-create and learn through a regular programme of youth theatre, schools workshops and participatory community productions. The Marlowe celebrates the region's heritage and potential in the themes of its work and the buildings, places and stories that inspire it.

The Building (The Marlowe Kit)

The subject of the project is a range of adjoining historic buildings in Canterbury city centre, collectively referred to here as the Marlowe Kit (see below).

Figure 1: Image showing the Marlowe Kit





The majority of the site is occupied by the extended Grade I Listed C13th 'Poor Priests' Hospital' which is a building of national significance. Originating in 1174, the building has a fascinating history with many stories to tell. This part of the building includes a Great Hall and Chapel, both of significant historic importance. The list entry is as follows:

'List Entry Number: 1259898

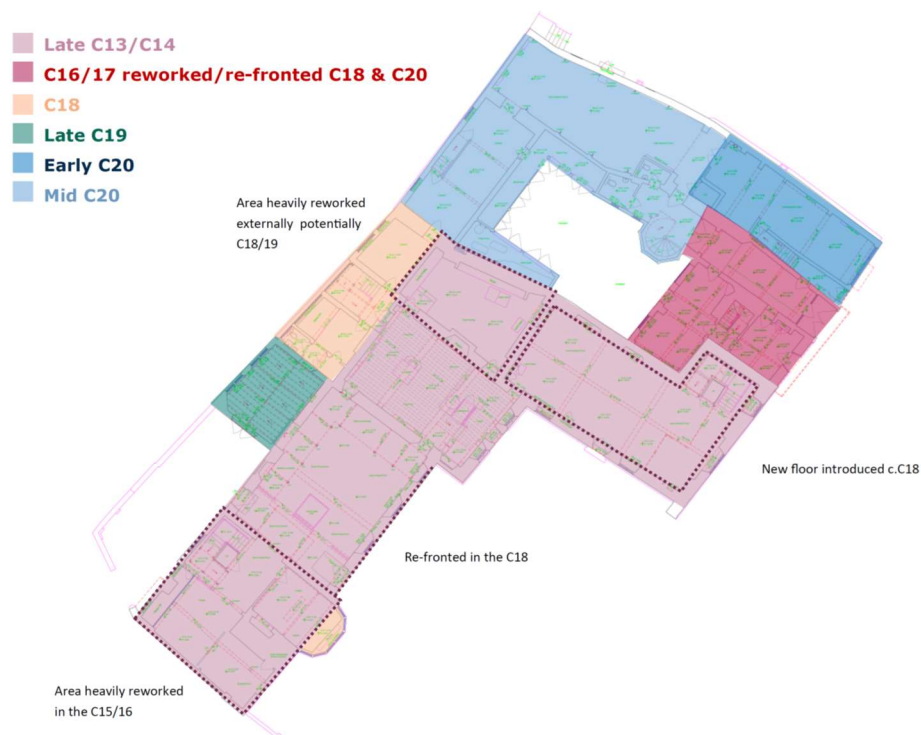
Founded in 1217, rebuilt in 1373 but since altered and enlarged. The original portion is L-shaped with 2 gables to the east. Flint with stone quoins and stone base. One C14 window in the south gable with 2 cinquefoil-headed lights and quatrefoil above. Other windows modern. To the south of this gable is a wing of 2 storeys and 6 windows in which C18 sash windows (with glazing bars intact) have been inserted, but it has a 4 centred arched Mediaeval doorway. The 2 southernmost window bays of this wing are of red brick with gables above. The rest is of flints with stone window dressings. The flint portion appears wholly C18 on the outside except for the pointed doorway. The brick portion is timber-framed with brick infilling and overhanging 1st floor at the back.' Source: NHLE

There is an attached Grade II Listed Building which also forms part of this project. The list entry is as follows:

'List Entry Number: 1242650

A timber-framed building refronted in the C18. 2 storeys and attics cement-rendered. Tiled mansard roof and half hipped gable. 1 to 2 sasms in moulded architraves. Ground floor has modern shop front and shed to right.'

Provided below is an indicative historic phasing plan which illustrates the site's development:



Source:

HCUK Group

It should also be noted that the buildings are:

- Located within an area of Archaeological Importance
- Located within the Conservation Area
- Adjacent to the River Stour
- Adjacent to Canterbury Greyfriars Scheduled Monument
- Located within the Flood Zone

The Trust has occupied the building on a lease since 2017, testing its use as a performing arts learning centre, delivering a Heritage Fund supported 'Great Places' project aimed at transforming the historic environment, re-imagining it for contemporary use. The building is currently home to the Marlowe's extensive youth theatre, Associate Schools workshop programme (currently 22 schools), co-delivering Canterbury College's Performing Arts course as well as providing office and meeting space.

Although the building is currently in use by the Trust there are a number of issues related to the condition and presentation of the building that mean the Trust needs to undertake a large capital project to address both the repairs that are required and to create a sector leading creative learning centre.

The project

The Trust submitted a Development Phase application to the Heritage Fund in August 2023 and expects to hear the outcome in November 2023. Assuming it is successful, the Trust will then have approximately 18 months to complete a programme of Development Phase work and prepare a Delivery Phase application. If the Delivery Phase application is successful, alongside other fundraising, the project will proceed to delivery and operation.

The project proposes to repair and alter the Marlowe Kit building to provide learning, heritage and commercial uses in order to ensure the sustainability of the site, with free access to the heritage of the site for members of the public, subsidized by the revenue generating activities.

The Great Hall is the most important heritage space in the building, as well as the most important public space for functions and performances. The project proposes to keep this space as flexible in use as possible, so that at

The plans below illustrate the outline proposals for the Marlowe Kit.

Project management

The Trust is an independent self-funding charitable trust. The project is managed by a working group which includes the Chief Executive, Deborah Shaw, the Chief Operating Officer, Paula Gillespie, the Chief Finance Officer, Paul Turner and Roxan Kamali-Sarvestani Director of Learning and Education.

The wider project team includes the Marlowe's Technical Director, Director of Operations, and Director of Communications.

Programme

An indicative programme for the project is provided below:

- Project Development Phase: 01/01/2024
- Project Delivery Phase: 31/12/2025
- Construction work: 01/04/2027 – 01/02/2029
- Project completion: 01/08/2030

2.0 Requirements

The Trust wishes to commission a specialist project coordinator for the duration of the project Development Phase with an option to extend the contract into the Delivery Phase.

Services required will include but not be limited to:

- Coordination of the NLHF Development Phase
- Supporting the Trust with securing Permission to Start
- Supporting the Trust with the procurement of other service contracts
- Supporting the preparation of the detailed activity plan
- Preparing and maintaining an overall project programme
- Preparing and maintaining an overall project risk register
- Organising and Chairing regular Core Team Meetings
- Organising and Chairing other Sub-Group Meetings as necessary
- Undertaking ongoing liaison with the Heritage Fund and acting as the main point of contact
- Preparing Heritage Fund Progress Reports
- Preparing Heritage Fund grant claims in collaboration with the Trust's own finance team
- Reporting back to the Trust SMT and Trustee Board
- Coordinating inputs to the Development Phase mid-term review
- Leading on the coordination of the Delivery Phase application including drafting the application form itself.

Although this brief is for the procurement of services for the Development and Delivery Phases of the project, please note that the commencement of the Delivery Phase will only occur if the Delivery Phase application is successful and if the appointed consultant successfully passes a performance review of work done in the Development Phase.

3.0 Response to Invitation to Tender

Bidders are required to complete two sections below as part of their submission:

- Section 1 company information
- Section 2 response to the brief.

Details of these two sections are set out below.

Section 1: Standard Company Information

Company information	
Company name:	
Company address:	
Project contact name:	
Project contact email:	
Project contact telephone number:	
Company status:	
Company registration number / equivalent:	
Date company registered / equivalent:	
Financial standing	

We will undertake a credit check of your company from a standard provider. Where a bidder scores poorly we may ask you to provide written assurance of your financial position.	
Conflicts of interest	
Does your company have family or close friends who either work for or volunteer for the Trust (Yes / No)?	
If yes please detail their names and roles and describe how you would manage that conflict of interest.	
Bona fide tender	
Any tender submitted must be bona fide and without canvassing or soliciting any member or employee of the Trust or fixing the rates with another supplier. By submitting a quotation you are agreeing this is a bona fide quotation. Please confirm (Yes / No).	
Equalities	
In the last three years, have any findings of unlawful discrimination been made against you or your company by the Employment Tribunal, the Employment Appeal Tribunal or any other court or in comparable proceedings in any other jurisdiction (Yes / No)? If yes, please give details	
Is it your policy as an employer to comply with your statutory obligations under current equal opportunities legislation (Yes / No)? (Your policy must not treat one group of people less favourably than others because of their race, gender, age, religion or belief, disability or sexual orientation in relation to decisions to recruit, train or promote employees). If yes, please give details.	
Health and Safety / Quality Assurance	
Has your organisation, during the last 3 years been prosecuted or had a notice served for contravention of the Health and Safety at Work Act 1974 or associated regulations or been the subject of a formal investigation by the Health and Safety Executive or similar national body charged with improving health and safety standards (Yes / No)? If yes, please give details.	
Does your organisation have a written Health and Safety at Work policy, with arrangements for implementing and monitoring the policy (Yes / No)? If yes, please give details.	
Does your organisation hold a recognised quality management certification for example BS/EN/ISO 9000 or have a quality management system? ("System" means processes and procedures to ensure that the subject is properly managed. This includes making sure that legal requirements are met) (Yes / No). If yes, please give details.	
Insurance	
<u>Employers liability</u> : Please confirm what level of cover you currently hold and will hold for the duration of the contract. the Trust's general contract requirement is £10,000,000. If you have less, please confirm that you are willing to increase the value to match this requirement if necessary for the contract.	

Public liability: Please confirm what level of cover you currently hold and will hold for the duration of the contract. The Trust's general contract requirement is £10,000,000. If you have less, please confirm that you are willing to increase the value to match this requirement if necessary for the contract.	
Professional indemnity: Please confirm what level of cover you currently hold and will hold for the duration of the contract. The Trust's general contract requirement is £1,000,000. If you have less, please confirm that you are willing to increase the value to match this requirement if necessary for the contract.	

Section 2: Response to brief.

1: Method & Programme (1000 words maximum excluding the programme)

Please provide an indicative methodology that describes the specific work you expect to undertake during the project Development Phase based on your understanding of the project at this point and the information provided above. Please do not provide a generic programme for the delivery of a Heritage Fund project.

Please also provide a programme or timetable for the Development Phase to accompany this that illustrates the timings of the specific tasks you expect to undertake and any particular milestones.

2. Team (1000 words maximum, images may be included):

Please provide details of individuals that will undertake this work including details of their relevant qualifications and specific examples of their relevant experience of projects that include similar characteristics to the Marlowe Kit such as highly listed buildings, Heritage Fund investment or overall complexity; please make it clear what those similar characteristics are and why they are relevant. CVs or equivalent must be provided within this word limit and cannot be provided separately.

3. Experience (500 words maximum per case study)

Please provide three examples of projects that you have been involved with in the last 10 years where your company has performed an equivalent role to that sought here. Examples should all be relevant to the Marlowe Kit project in terms of scale and complexity and must include formally designated heritage buildings or structures.

4. Budget breakdown:

Please provide a breakdown of time and cost allocated to each team member for elements of your methodology and a total cost including expenses and VAT.

Submission details

Bidders are asked to ensure that tender submissions do not exceed 10 A4 sides in total including appendices. Electronic copies of tenders should be submitted to **[insert email address during development phase]** by 1pm at the latest on **[insert date during development phase]**.

Procurement timescale

Stage	Deadline
Brief issued	22 nd September 2023
Tender submission deadline	20 th October 2023
Interviews*	W/C 30 th October 2023

In principle contract award	6 th November 2023
Project completion	30 th March 2031

**The Trust may invite a number of bidders to attend an interview. Further details of the format of the interview will be provided to relevant parties in due course.*

Please note that the Trust reserves the right not to appoint.

Evaluation

Section 1 contains a number of stand-alone questions that are non-scoring.

Evaluation scoring

Section 2 of your tender (excluding Budget Breakdown) and interview will be scored 0-5 on the following basis:

Score	Classification	Characteristics
4	Excellent	Exemplary response. Comprehensive and relevant information is provided and the response exceeds required standards in all respects. The bid also provides something of additional benefit or innovation.
3	Good	Comprehensive and relevant information is provided and the response meets the required standards in a number of respects and exceeds the required standards in one or two respects.
2	Satisfactory	A broad response with an adequate level of information provided that is relevant and meets the required standard.
1	Poor	The response is limited and lacking in relation to a large proportion of material elements and only partially meets the required standards.
0	Unacceptable	No response or extremely limited response that does not meet the required standard.

Evaluation weighting

Sections included in tenders as set out above, have been allocated a weighting which will be applied to the scores as follows:

Section	Weighting (%)
Method and programme	20%
Team	30%
Experience	30%
Cost	20%

Budget Breakdown and budget scoring

There is a maximum budget of £100,000 for this project for the entire duration of the Development Phase including all expenses (excluding VAT).

In order to score the cost elements of the bids, the bids will be scored as follows with the lowest bid scoring 5. The Trust do not necessarily want, and is not required, to appoint the cheapest bid but needs to include price within the evaluation to ensure a robust process and evidence of pursuing value for money through procurement. The Trust will not cover costs associated with preparation of tender materials.

$$\text{Normalised price score} = \frac{\text{lowest tender price} \times 5}{\text{tender price}}$$

$$\text{Example Company A} = \text{£40,000 lowest bid (scores 5)} = \frac{\text{£40,000} \times 5}{\text{£46,000}}$$

$$\text{Example Company B} = \text{£46,000}$$

Therefore, Company B would score 4.3

Canvassing

Bidders must not seek to contact any employee or Trustee of the Trust in relation to this invitation to tender. Any attempt to do so could result in that bidder being disqualified from this tender process.

Intellectual property

Should you be appointed, the intellectual property of any outputs will be vested with the Trust.

Terms and Condition

To be agreed with winning bidder prior to award. Should you have any specific conditions these should be included in your proposal.