

Leach Pottery for the next 100 years

TENDER BRIEF FOR A PROJECT MANAGER
& QUANTITY SURVEYOR
FOR THE REDEVELOPMENT OF A HISTORIC POTTERY SITE
RIBA STAGE 4 TO COMPLETION



August 2022

THE PROJECT

1.1 The Client

The Client is Bernard Leach (St Ives) Trust Ltd, The Leach Pottery, Higher Stennack, St Ives, TR26 2HE. Company no. 5372378, charity no. 1111263 and VAT no. 104 5890 23. www.leachpottery.com

The Director representing the Trust and responsible for project delivery is Libby Buckley director@leachpottery.com

t: main office: 01736 799703 or mobile: 07876251895.

In 2020 the Trust appointed the following to provide support on Capital Matters.

Project Support & Business Planning

Perfect Moment

5 Parc Villas

Newlyn, Cornwall, TR18 5EA

Contact: Kevin Brownridge

kevin@perfect-moment.co.uk

Tel: 07977136971

1.2 The Leach Pottery

Founded in 1920 by Bernard Leach and Shoji Hamada, the Leach Pottery, St Ives, is among the most respected and influential potteries in the world. Over the last hundred years it has forged the shape of Studio Pottery in the UK and beyond. Scores of potters, students and apprentices, from across the world have come to the Leach Pottery to train, creating a uniquely international environment in the heart of Cornwall and maintaining the Pottery's creative principle of East/West exchange. Today, the Leach Pottery Studio, Museum and Gallery continue developing Bernard Leach's historic legacy.

The Leach Pottery is considered by many to be the birthplace of British studio pottery. One of the great figures of 20th century art, Bernard Leach played a crucial pioneering role in creating an identity for artist potters across the world.

At the Leach there is a diverse variety of buildings and activities that have evolved over the past 100 years. These range from the original core beginnings dating back to the 1920's that largely forms the heritage experience, 1950's – 1970's developments including Beagle Cross a converted house and most recently, developed in 2008, the reception entrance, the Cube gallery, the Leach studio workshop and kilns.

In recent years there has been a growing vision and ambition for further expanding and diversifying the site activities to provide better community links together with improved production and education facilities leading to greater financial sustainability.

An opportunity arose for external funding with the St Ives Town Deal for which the Trust has successfully secured a place on the government approved scheme.

<https://www.stivestowndeal.org.uk/>.

The project has travelled through early funding bids and is now seeking to engage a project manager and quantity surveyor to complete the professional team through to project completion..

1.3 The Site

The Leach Pottery is located on the edge of St Ives in a mainly residential area. The site is elongated with the two main boundaries comprising the main road, Chy an Forth, on one side and the Stennack River on the other.

In 2020 a Conservation Audit identified 18 separate buildings / spaces on the site broadly split into the following uses:

- Museum – exhibit and visitor based
- Production – pottery studio, workshop and kilns operated by an in house team
- Retail – display area (on ground floor of Pottery Cottage)
- Offices – administration (on first floor of Pottery Cottage)
- Learning – demonstration / library and residential

Elements of the site are grade II listed including the original museum buildings and Pottery College. Whilst the buildings are only one or two storey the site does have challenges with accessibility in some areas.

There is limited parking space on site and a tight entrance from the public highway. Car based visitors generally use the private car parking opposite.

1.4 Vision for the Future

Creating a world class site that matches our international reputation. Creating a community hub where local people can come together to train, develop their creativity, improve their wellbeing, support each other and bring clay to life. Through our expanded learning offer and economic growth we will contribute all year round to St Ives through new jobs and visitor spend.

This capital investment in a 'living heritage asset' will make a significant contribution to the vibrant culture of St Ives and increase its use as a key community asset. It will also contribute to Cornish culture as a whole. The project focuses on all three objectives of the TIP (Town Investment Plan);

- *Supporting the health, wellbeing and aspirations of all residents in life* - through creativity in clay, training and jobs
- *Creating opportunities for young people which allow them to flourish* – through our community and education programmes, improved accessibility and local partnership working
- *Embedding sustainability and green growth and growing a year-round economy* - through reducing our carbon footprint, creating year-round jobs and increasing a proven out of season tourism offer.

Production, learning and community activity as well as the visitor experience are severely restricted by the current layout. The layout and mix of buildings are a result of ad hoc development over the past 100 years and this is a rare opportunity to rationalise the site and increase its capacity through a coordinated site design which has been developed with the experience of 12 years of managing the site as a working

heritage asset. A major strategic development of the site will enable significant improvements in community engagement, education, production and sales, training and the overall visitor experience.

The project will develop key areas of the enterprise with a focus on utilising capital investment to support the further development of production and community craft skills as part of a thriving community learning programme.

Capital investment will increase the ability to employ skilled craftspeople, to maintain and grow the apprenticeship scheme, to increase productivity and broaden the customer base.

The Leach will match this increase in the current studio capability with an enhanced community skills programme- more classes, more mentoring and increased access for local skills development and education programmes.

This project will address issues of employment, enterprise development (and recovery post COVID-19), increased participation in target communities, reducing environmental impact and, thereby maintain the vibrancy of a unique St Ives skills and heritage asset.

The additional space for clay processing will allow us to increase our output from the studio from around 14,000 to 16,000 pots per year, freeing up staff time which will support increased training time, all of which will lead to increased profits to be reinvested in our work. Investment in our kilns will reduce our environmental impact and increase efficiency of labour (not having to brick up our kilns each time, allowing us to invest more time in making pots and training).

A community kiln and new community space will allow the Leach to work with more groups, and importantly develop self-led learning as well as additional training and mentorship. A new Community Participation Officer post will be created as well as creating more freelance tutor hours. The Leach hopes to support people seeking to be self-employed by allowing them to develop micro-businesses using the community kiln and additional support.

1.5 The 2020 Aims of the Capital Project

- a. To create a deliverable and value for money capital development of the site that contributes to quality of life, pride of place and well-being for local residents, staff, students and visitors to the Leach Pottery.
- b. To create a capital project that meets the aims and objectives of the St Ives Town Deal and works in partnership with other Town Deal recipients for the benefits of St Ives
- c. To create year round jobs and training for local people
- d. To create a site that allows the Leach Pottery to grow its production and learning programmes, thereby increasing its income generation and supporting its long-term sustainability
- e. To reduce our carbon footprint and/or increase biodiversity gain and do all we can to help fight the declared climate emergency
- f. To protect the historical elements of the site

The Leach Pottery celebrated its centenary in 2020. Embracing the future means developing a world class site that is fit for purpose and allows us to develop and look forward to the next 100 years.

1.6 The 2020 Feasibility Brief

In November 2020, a feasibility report was presented to the Trust following a short but intensive period of briefing, consultation and deliberation on a number of design options. The Team were responding to the following brief:-

Key Elements of the Project

- Pottery Studio/ Workshop/ kilns

The current building is not adequate for current workload & style of work undertaken;

- More space for clay processing/ creating one room from two and rearranging current layout, purchase of commercial pug mill
- Development of the kilns, making them more efficient, replacing the doors, developing a community kiln
- More storage for finished pots
- Packing space and area that can be used for development of new work (can be part of dual use of community space)

- Learning & Participation Programme (Beagle Cross & garden)

The current Clore learning space does not cater well for large groups There are two options with this space:-

- I. Alterations / extension that will improve the facilities including;
 - A new accessible toilet for the public (currently there isn't one)
 - Space for storing bags & coats
 - Suitable outdoor workspace (create small covered area)
- II. Alternatively a rebuild with a purpose made facility

- Community Room

Creating a new build 36sqm multi-purpose space for activities with open plan space for; community groups, masterclasses, artists in residence and studio development time

- Catering

There are no facilities for community/ visitors onsite (except tea and coffee in reception) to create a self-catering café space for museum visitors, local community and those on courses to use in our current office space (swapping around current office & kitchen)

- Retail

The online business has increased with the COVID situation and is likely to feature strongly in the future. There is no dedicated space for photography which is an essential part of online retail display.

- Offices

The first floor offices are poorly insulated and there are areas of dampness. In the Conservation Audit this building featured far more issues with defects in the external fabric than others.

1.7 The 2020 Feasibility Study

The study by Studioarc showed the development from the brief to the concluding Option for the Town Deal submission.

Amongst the many important drivers behind the proposals is the need to maintain clay production throughout. On a constrained and “live” site the proposals achieved this with an initial phase of development at the western end of the site. However, this gain is balanced by the temporary loss of on-site learning participation which will for a period be achieved off site until new premises are completed.

The preferred option was drawn up and reviewed in workshops with the client team along with the consultant professional advisors. In summary the proposals include;

- **Production & Commercial:** New studio, glazing room, kiln rooms, photography studio and packing room. The internal layout of the spaces follows the process of making, with a designated clay delivery area off Penbeagle Lane. The building has been designed to offer visuals links, views and glimpses into the production areas by visitors to the site. The position of this new building on the north boundary was chosen in order to maximise the pottery’s presence on the road, as well as provide maximum outdoor area on the south side.
- **Learning & Participation:** Refurbished and extended studio to house Clore learning spaces; workshops that can be used independently or together, a specific kiln area, and storage and other facilities. A dedicated multi-use space has been incorporated within the existing museum entrance and selling gallery, which offers an independent access for schools and can be used as break-out space for the students in the teaching spaces. The library and the L&P office are positioned over the new entrance space.
- **Visitor & Welcome:** Extension to the existing studio includes new selling exhibition space, café and entrance area with double height entrance.
- **Key external spaces proposed;**
 1. Long courtyard outside production & commercial (stretches from clay delivery up to café seating area)
 2. Entrance area – the current car park will be repaved with more pedestrian friendly.
 3. Central raised courtyard – this is a visitor space, located on the museum route
 4. L&P working area – the most northerly external area will be dedicated L&P working space and will house a small timber semi-open structure for use with the Raku kiln.
 5. There will be a significant planting scheme implemented to overcome the loss of trees and planting that is necessary to locate the new building on the northern boundary.

1.8 Concept Review

The project successfully secured Town Deal approval and the future project was advertised to secure a Design Team to take the project to conclusion.

In December 2020 the new team led by Dow Jones Architects supported by structures Momentum Engineering and OrConsulting building services consultants were commissioned and began the process of consultation and review. Arising from these detailed discussions came some clear changes to the design both in layout, scope and material design.

The key design drawings are appended (A) and illustrate two phases of construction.

Phase 1 at the western end of the site is a two storey new build which houses the production and offices at ground level complete with staff welfare. The upper floor is dedicated to the Learning & Participation team with two studios, a classroom and kiln room. The building has an industrial feel with zinc pitched coverings wrapping around a timber framed structure. An outline scope/specification is appended (B).

Alongside there is a simple flat roofed single storey building for the production kilns and plant room.

Phase 2 has evolved from a new entrance building and Cottage refurbishment to a refurbishment plan that touches all aspects of the existing buildings. There are changes of use, repairs, conversions and extensions throughout. An outline scope/specification is appended (C).

Both phases will include associated external works including many changes to below ground services and drainage.

1.9 The Programme

The project programme is currently set out over 3 ½ years from this point concluding in 2026. It is very much driven by the external funding as well as the Leach operational and business needs.

2022 will see Planning and Listed Building consents applied for.

This commission is then expected to commence to complete as follows:-

2023 RIBA stage 4 including a Development Phase for the National Lottery Heritage Fund.

2024 will be the Phase 1 build handing over to Phase 2 early in 2025.

2025 / 26 see Phase 2 starting with the Cottage and new reception building and staggered then to include the other existing buildings. Final completion by Summer 2026.

1.9 Construction Costs

PHASE 1	£	2,706,990
PHASE 2	£	<u>2,725,700</u>
CURRENT COST ESTIMATE TOTAL	£	5,432,690
CLIENT FIT OUT	£	<u>300,000</u>
CONSTRUCTION OUT TURN COST	£	<u>5,732,690</u>

The budgets include for contractor's preliminaries and Design /Build risk but exclude professional fees, Client direct costs, inflation, Client Risk and VAT.

1.10 Funding

The project is multi funded:-

- Town Deal – included within the St Ives final recommendations to DLUHC for a total of £4,900,000. That will be confirmed by November this year and in the meantime arrangements for cash flow support to draw down the grant have underpinned the RIBA work stages to date.
- National Lottery Heritage Fund – An Expression of Interest was successful and a Stage 1 application for funding >£1M will be submitted in August. The Development Phase outcome will be determined in December 2022 and the intention is to submit the Round 2 bid for Delivery in November 2023. The Lottery bid may include part of the Phase 1 build for the Upper floor L&P suite together with all of Phase 2.
- ACE MEND – similarly the EOI was accepted and the full application for funding is being submitted for September 2022. This covers the repairs element of Phase 2.
- Other funding streams may arise as the opportunities become available.

1.11 Sustainability

Cornwall Council is committing to being Carbon Neutral by 2030 and Leach Pottery is aligning itself to this goal.. Becoming Carbon Neutral by 2030 is not just about offsetting the carbon we use, but involves looking at everything we, do to make sure we get our carbon usage levels down to the lowest possible figure and then offset the remaining amount. The Leach Objectives by 2030 are:-

Overall

- Carbon Neutral by 2022 with a carbon reduction programme in place to reduce out carbon output to its lowest possible levels- aiming for 'Net-Zero' by 2030

Carbon Footprint

- Reduce all energy consumption
- Zero Carbon Electricity (100% green energy) –achieved
- Research project into alternatives to gas kilns
- Install heat recovery system from kilns & replace gas boilers

Materials

- Adopting a 5 R's policy Refuse, Reduce, Reuse, Repurpose, Recycle
- Zero plastic packaging & single use plastic onsite
- Researching alternatives to plastic clay sacks/ packaging from suppliers
- Research studio materials, carbon footprint, environmental impact (from source to firing) and reviewing what we use
- Reduce water consumption and use rain water for services and cleaning tools

Offsite

- Implement a Green Travel Plan
- Reduce the number of deliveries on/off site
- Tracing our materials & their carbon footprint

THE COMMISSION

2.1 Commissions and Phasing

Applicants can apply for both project management and quantity surveying services or one individual role.

It is intended that this Project will be undertaken as one single commission for each role albeit the full construction funding is not fully secured at this point and cannot be guaranteed.

2.2 General Objectives

The Project Team will meet regularly throughout the commission to review progress.

In general the Consultants will be expected to:-

- Provide Client support for reporting and liaison with the stake holders and principal funders.
- Carry out the roles and responsibilities in a proactive, positive and creative manner.
- Provide the Client with impartial advice ~ tell them what they need to know in good time.
- Provide leadership and assist the Client with key decision making.
- Provide services in accordance with their professional institute guidance and the attached schedule of services.

The 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.

An important part of the commission will be the methodology, processes and client consultation, the manner in which ideas are described and illustrated in the process and the final presentation material that could be used to support the Client's bid for key decisions such as future funding bids.

2.6 The Project Manager

Refer to Appendix D

2.7 The Quantity Surveyor

Refer to Appendix E

2.8 Basis of Appointments

The Consultants will be appointed upon the RICS standard forms. Bespoke forms and bespoke clause amendments will not be accepted. The Schedules in Appendices D – E are amplification to standard services.

The Consultant will maintain and provide evidence of professional indemnity insurance cover for a minimum value of £1M. Allow for drafting appointment for agreement promptly after instruction.

THE TENDER

3.1 Conditions of Tender

Tenderers are asked to confirm that they intend to bid by sending an email to director@leachpottery.com at the earliest opportunity.

If any points in the tender documents are considered unclear, please address your queries by email to the same address. Your 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 should be submitted by email with sufficient time to allow a response before the final date for submission of Tenders. All such queries resulting in a material change will be shared with all tenderers.

If you have expressed an interest in tendering but then decide not submit, please notify us by email and if possible say why you are withdrawing.

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.

We will not be responsible for, or pay for, expenses or losses which may be incurred by a tenderer in the preparation of their tender. We do not bind ourselves to accept any of the tenders as a result of the tendering process.

Tenderers are required 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.

We may wish to publicly quote the successful contractor/supplier, and 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. We reserve the right to award all, part or none of the contract.

3.2 Tender Timescale

The tender process programme is:-

Tender Advertised	5 August 2022
Site Visit Day	By arrangement with Libby Buckley, Director (after 28 August 2022)
Tender Return	30 th September 2022
Interview(s)	7 th October 2022
Award	To be confirmed
Start Up	To be confirmed

3.3 Site Visits

These are to be arranged by the Tenderer with Libby Buckley, the Director of the Leach Pottery, who will provide a guided tour and describe some of the issues facing The Leach and the brief in general. Any discussions that are considered material to the bid during the tours will be issued to all tenderers.

3.4 Submission

The Leach 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.

Tenders should be submitted by email to Libby Buckley
director@leachpottery.com

The subject line should read 'Tender submission for The Leach Pottery – Project Manager & Quantity Surveyor Tender' as appropriate depending on a joint or individual role bid.

Tenders should be received by the above time table date in section 3.2.

3.5 Qualities

Suitable candidates will have and be able to demonstrate the following qualities:-

- Led by a RICS accredited practice or professional.
- A proven track record of past experience of working with similar visitor based heritage sites.
- Worked with small Trusts on grant aided projects with an understanding of the current criteria for funding.
- Knowledgeable of the local contracting market, traditional materials and forms of construction.
- Have a proactive and flexible approach to solving problems.
- Has experience of phased working around commercially active sites.
- Can demonstrate team leadership qualities.
- Can demonstrate good communication skills.

Organisational capacity to deliver this project within the required timescale will be a factor.

3.6 Bid Assessment

The assessment will seek to identify the best value offer and will take into account cost, quality of the candidate, their interaction with the client and their method statement.

The tenders will be assessed on the overall price, staff rates, the skills and experience and an understanding of the brief. The assessment will be undertaken by a Trustee, the Director and the professional advisor.

PLEASE ENSURE THE FORM OF TENDER ADHERES TO THE FORMAT GIVEN BELOW [INCLUDING PAGE LIMITS] AS VARIATIONS OR ADDITIONAL PAGES WILL NOT BE ASSESSED.

Please do not send promotional material beyond the criteria below. The format should be in PDF and fewer than 10MB file size. Please do not send submissions split into several files.

Introduction

Give an introduction providing company background experience and why you think that you would make an ideal candidate for the project.

This section should comprise no more than 3 sides of A4

This will contribute to a maximum of 15% of the tender assessment score

Section 1

Give examples [3] of projects that have been successfully undertaken in the last 5 years that are of a similar type and scale to this commission.

The project example should identify key dates, value and highlight the relevance of this example to this project.

This section should comprise no more than 1 side of A4 per project.

This section will contribute to a maximum of 20% of the tender assessment score.

Section 2

Provide CV's for each key team member to work on the project (maximum 2 per profession).

This section should comprise no more than 1 side of A4 for each CV.

This section will contribute to a maximum of 20% of the tender assessment score.

Section 3

Provide a method statement setting out your approach to the project and the key issues that you will focus on to ensure delivery.

This section should be no more than 3 sides A4

This section will contribute to a maximum of 20% of the tender assessment score.

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Section 4

Provide a lump sum price for the service and identifying cost by profession including for all expense/disbursements but excluding VAT.

Provide fees based on the estimated current contract values for the RIBA stages identifying cost by profession.

Provide a summary total by profession.

Provide daily and hourly staff rates for use in variations. (Please note these will form part of our cost appraisal of your bid with each being used with provisional hours).

This section will contribute to a maximum of 25% of the tender assessment score.

All prices are to exclude VAT.

Fee table

Please complete a summary fee table along these lines (excel acceptable):-

Stage	Project Manager	Quantity Surveyor	Totals
4			
5 (Phase 1)			
5 (Phase 2)			
6			
Expenses			
TOTAL FEE (£)			

Please provide a supporting schedule of resource time you estimate will be required to complete the service that your fee is based on. Indicate in the schedule the number of site days.

Section 5

Provide details of two referees who the client may contact at a later stage prior to appointment.

Professional Indemnity Insurance

Provide verification of insurances.

Interview

Tenderers may be requested to attend an interview with the Client to answer questions regarding their tender. In this eventuality the award will take this into account.

APPENDICES

Appendix A1 – A5: Drawings

Appendix B/C – Phases 1 & 2 Outline Scope

Appendix D – Project Manager's Schedule of Services

Appendix E – Quantity Surveyor's Schedule of Services