



23 October 2015

## **QUOTATION – Hall For Cornwall Conservation Management Plan**

Hall For Cornwall are inviting suitably experienced Conservation Management Plan (CMP) consultants, with expertise in developing exemplar CMPs within sensitive historic environments, to develop a CMP for the Hall for Cornwall project.

Between July and December 2015, design work up to planning and Listed Building Consent is being undertaken by the design team led by architects Burrell, Foley and Fisher who have heritage conservation specialist architects on their team. The consultant is expected to liaise closely with the Design Team and other stakeholders, produce a heritage-led approach to the development of the scheme to RIBA Stage 3.

The appointment is part of a major Heritage Lottery Fund (HLF), Arts Council England (ACE) and European Regional Development Fund (ERDF) funded capital project and the CMP is required for the Round 2 capital funding bid to HLF and must be completed by 31 March 2016.

Please provide your most competitive price and all other relevant details.

### **1. Context**

Our project will deliver a major conversion and restoration of the Grade II\* City Hall in the centre of Truro Conservation Area. This site has been at the heart of Cornwall and Truro's political governance, social/entertainment and commercial life since 1809. The current buildings, originally designed by Charles Eales architect in 1847 have housed a market house, City Council Chambers and more recently the Hall For Cornwall theatre.

### **2. The Task**

The redevelopment of the Hall For Cornwall will raise the profile of, and engage new audiences with, the heritage of the Hall For Cornwall (previously The City Hall) and its place in the social and economic life of Truro.

This brief is for the production of a CMP for the redevelopment of Hall For Cornwall, within the context of the Truro Conservation Area. The overall aim of the plan is to

ensure that the historic significance of Hall For Cornwall is fully considered in the future redevelopment works for the building and in the future maintenance, conservation and interpretation.

The following work has already been undertaken (reports available on request)

- An archaeological study was undertaken as part of the redevelopment of the hall in 1996
- Initial design work at Stage 1 RIBA was undertaken by Foster Wilson in 2013/14
- An Initial Heritage Study has been undertaken Alan Baxter Associates in November 2013
- Work towards stage 3 is currently being undertaken by Burrell, Foley Fischer who have on their team Stephanie Fischer and Richard Griffiths as their conservation architects
- A condition survey of Hall For Cornwall
- Laser drawings of the building

The maximum budget available for the consultancy contract is £10,000.

The CMP is being prepared to:

- Assess the resource, based mainly on existing documents and photographs and fieldwork
- Express the significance and sensitivity of Hall For Cornwall and the adjacent Truro City Council offices, including the socio-historical, industrial, archaeological, architectural, technological, ecological and educational significance, within the context of the planning footprint for the redevelopment and the wider conservation area
- Identify issues and vulnerabilities for the Hall For Cornwall site
- Devise a conservation philosophy for the building
- Devise conservation policies that protect and promote the significance of the Hall For Cornwall, and ensure that its heritage significance is well understood and assimilated in decision making
- Recommend works that should be undertaken to maintain/consolidate the significance of the site and enhance understanding and enjoyment
- Inform the development of project proposals, including informing the design process for conservation and, where appropriate, the adaptation of the building
- Assess the impact on the historic environment of the proposed works on the significance of the site, and identify the steps that will be taken to avoid or minimise any adverse impacts
- Propose a mitigation strategy for those impacts
- Agree the mitigation strategy with Historic England and Cornwall Council Historic Environment Service



- Support the planning application for conservation and, where appropriate, adaptation or removal of buildings, parts of buildings or other structures
- Support grant applications to the Heritage Lottery Fund and other funders
- Inform the long-term management of the site

The CMP should include the following elements:

- Historical research into the significance of the Hall For Cornwall and Truro City Council Chamber in the context of the Truro Conservation Area
- Landscape (including sensitivity and wider landscape setting)
- Consultation with community and stakeholders
- Interpretation and education
- Advice and guidance on the training required to enable better management and maintenance of the site

Please note that the current auditorium 'fit out' is not part of the Conservation Management Plan as it was constructed in 1996 and will be removed in refurbishment.

### **Stakeholder Consultation**

We will ask the consultant to engage stakeholders during the preparation of the CMP, and manage a programme of involvement and consultation. The following are the key stakeholders who will need to be involved in preparing the Plan:

- Culture Team, Economic Development Service, Cornwall Council including World Heritage Site Officers
- Planning, Cornwall Council
- Historic Environment, Cornwall Council
- Historic England
- Richard Griffiths and Stephanie Fischer from the design team

### **Stage 1 Understanding the Site**

A considerable amount of research has already been undertaken for this site including:

- Initial Heritage Assessment by Alan Baxter Associates in November 2013
- Truro Conservation Area Appraisal commissioned by Carrick Council in 2010
- Cornwall and Scilly Urban Survey report on Truro prepared by Graeme Kirkham December 2003
- Archaeological Investigations at City Hall, Truro prepared by Cornwall Archaeological Unit January 1997

### History and Context

As part of the section of the plan on 'Understanding the asset', the consultant will need to describe how the asset has changed over time, from the earliest period to the present day. The Plan should therefore cover the social and architectural history of the site.

### Management Information

The consultant will need to be familiar with the site's management background to describe how it operates today. This information will also be used later in the plan to develop policies that are consistent with local, regional or national strategies, or with relevant legislation or standards. They should collect copies of relevant documents and where appropriate summarise the main points. The information to be collected will include:

- Listed building citation information
- Relevant planning policy documents
- Any other local, regional or national strategies that are particularly relevant to the site, such as regeneration, culture, heritage and tourism.

### Field Survey and gazetteer

The Schedule of Condition Services Report undertaken by Hulley & Kirkwood Consulting Engineers Ltd in September 2013 and laser measurements commissioned in 2015 can be used extensively as a basis for this work.

Existing floor plans and elevations, where available, should be annotated with additional detail to identify historic fabric, phases of development, and fixtures and fittings pertinent to the function and significance of the site.

Fully phased interpretative floor plans are required to explain additions to the fabric/new build and in particular, to explain the way in which these reflect changes in technology and the function of the site.

A pro-forma assessment sheet must be prepared for all the key buildings and structures that form part of the site and which are identified on the block plan. Where applicable, these will be further sub-divided by room, with each room located on a floor plan. Note: The over-riding objective is to assess the significance of the building, structure or room and not to provide a detailed fabric analysis. The assessment sheet should contain the following:

- Room number
- Existing statutory or non-statutory designations
- Date and historic use – date of construction, function and key phases of alteration



- Description – a brief overview of the building, structure or room which considers its relationship to the rest of the site, layout, architectural style, materials, internal configuration, fixtures, fittings, decoration and dates of alteration. The description should also consider the presence of archaeological remains and any ecological considerations
- Completeness and condition – the condition and coherence of each element of the building
- Significance and conservation strategy – what is important about the different elements of building, and what are the key factors that need to be considered in drawing up proposals for its reuse and repair. Those features that detract from its significance should also be noted
- Requirements for additional work – those areas where further information needs to be obtained in order to inform the decision-making process must be clearly identified together with the nature of the work
- Photographs – a small number of colour photographs should be included to illustrate the findings

#### Health & Safety

The Consultant will operate with due regard to health and safety regulations. Those who wish to undertake the work should ensure they are adequately insured to cover all eventualities, including risks to third parties. Hall For Cornwall Property Trust and its officers cannot be held responsible for any accidents which may occur to consultants engaged to undertake this survey whilst attempting to conform to the brief.

#### Initial ecological assessment

An initial assessment of the ecological potential of the site will be undertaken by the consultant. The limitations of this assessment must be clearly identified together with the objectives and requirements of any additional survey.

#### Landscape setting

The landscape setting of the site must be considered with reference to the visual impact of the site from both distant viewpoints and close-up, highlighting the key visual characteristics, the distinctive features that should be retained and any features which detract from the site. The detractors may be key elements in their own right and a balance between integrity and improvement will have to be proposed.

#### **Stage 2 Significance**

The consultant should prepare a statement of significance for the asset as a whole, setting out how the asset is significant and to whom. They should also provide more detailed information about the significance of different parts of the asset which will inform management and development decisions.

The consultant should explain how and on what basis the assessment of significance has been prepared, and who has been involved or consulted in preparing it.

### **Stage 3 Issues and vulnerability**

The consultant should set out a clear statement of how and why the significance of the site is vulnerable, and what other issues affect its long-term future. They should identify any conflicts between different values for the site, in particular its main usage as a theatre and the need to conserve the heritage of the building and its many previous uses.

### **Stage 4 Conservation philosophy**

The consultant will devise a conservation philosophy for the site. This should be informed by Historic England's document Conservation Principles, Policies and Guidance (2008).

### **Stage 5 Conservation management policies**

The consultant will work with the Hall For Cornwall to produce a set of management policies for the site. These policies will be specific to the needs of the site and the people who value it and use it. They will be based on an understanding of the asset, how it is valued and current management issues.

### **Stage 6 Heritage impact assessment**

The consultant will prepare a mitigation strategy for those impacts to be undertaken in advance of and during the proposed works, and prepare this in close consultation with the appointed architects, Burrell, Foley and Fischer. The consultant will agree the mitigation strategy with Historic England and Cornwall Council Historic Environment Service. The client will include the impact assessment and mitigation strategy with the listed building consent application.

Please note that the Heritage Impact Assessment will be undertaken by the appointed architect team.

## **3. Project Governance**

Hall For Cornwall has established a clear set of governance procedures, providing a robust project management system oversee the project.

The Board of Trustees has ultimate responsibility for this capital development, ensuring that the project is properly managed, that risks are mitigated and that the funders' investment is correctly used. The Board of Trustees receives progress reports from the Executive Subcommittee and from the Director, who is the Project Champion.



A Capital Working Group (CWG) has been set up to oversee the progress of the project, including reviewing inputs from project consultants and the professional advisors from Cornwall Council. The working group comprises of:

Hall For Cornwall

- Julien Boast (Director)
- Sara Dauncey (Head of Finance)
- Project Coordinator (to be appointed)

Cornwall Council

- Julie Seyler (Culture Programme Manager)
- Tamsin Daniel (Culture Programme Officer)
- Len Smith (Strategic Programme Manager)
- Jordan Whaley (Strategic Programme Officer)

Project Manager

- James Wickett (SWEETT Group) - Chair

The key client contact throughout the procurement process should be Siân Woods, Hall For Cornwall, and the contact for the duration of the contract will be the Project Co-ordinator (to be appointed).

#### **4. Outputs**

The consultant will deliver a Conservation Management Plan for the project addressing all issues identified in the latest HLF guidance. <http://www.hlf.org.uk/conservation-plan-guidance>

Consultation stages

The key stakeholders will need to be consulted by the consultant at the following stages:

- When the statements of significance and issues & vulnerability have been produced
- When the first full drafts of the CMP and Heritage Impact Assessment has been completed

Report

The report must be clear and easy to read, well-illustrated and bound as an A4 document. It should aim to tell a story succinctly in non-technical language, without being overly long. Above all, the report should determine the significance of the environmental asset and of its individual elements and provide guidance on repair, reuse and redevelopment. Much of the detailed information will be contained in the assessments sheets and the emphasis of the report should be on the key issues that need to be addressed.

The following headings are suggested:

- Author, organisation and date of issue
- Executive summary
- Introduction setting out the purpose of the Conservation Management Plan
- A brief overview of the history of the building derived from historical and secondary sources highlighting how the building evolved through time. The text must be supported by a map regression analysis
- Description – a description of the building, its layout, function, internal configuration, fixtures, fittings and dates of alteration. The discussion should also consider the condition and completeness of the asset
- Significance – an assessment of the socio-historical, archaeological, architectural, technological and ecological significance of the site and its component parts. This should identify
  - any national and local designations
  - the architectural, historical, archaeological and ecological qualities of the place
  - important views
  - positive and negative effects of past change
  - features that detract from its importance
  - its sensitivity and capacity to accommodate change

Areas where further information is needed in order to inform the decision-making process should be clearly identified together with the nature of the work:

- Policy framework and conservation strategy – The factors that need to be addressed when preparing a scheme for the repair, re-use, redevelopment and long-term management of the environmental asset. The policies should range from general policies for the entire site to those on conversion, alteration and repair, new build, design, public access and interpretation
- Impact Assessment – a heritage impact assessment of the final scheme and a recommended mitigation strategy to be undertaken in advance of and during any future redevelopment

The report should include the following illustrations:

- Site location plan
- Copies of any historical maps/drawings/lithographs/photographs
- Annotated base and floor plans
- Archaeological deposit model
- Plan showing areas of ecological interest
- Sufficient photographs to support the text



- Sufficient plans by period and area to aid interpretation
- Details of the proposed scheme

The following appendices should be included:

- Gazetteer
- Completed summary sheet supplied by Historic England
- A copy of the brief
- Approved project design

The heritage impact assessment and mitigation strategy will be bound as separate documents, and not included in the main body of the CMP. The consultants must liaise directly with the architect team throughout this commission and maintain a close working relationship.

A draft CMP will be completed and submitted to the client on 1 March 2016, for consideration prior to the final CMP. Completed sections of the plan will also be submitted for feedback as and when appropriate.

The consultant will be required to attend meetings, as deemed appropriate by the client.

The consultant will make arrangements for the final publication of the CMP, and will provide to the client:

- 4x bound colour copies of the main text and appendices in A4 format, illustrated as appropriate
- An electronic copy of the full report in PDF format and Microsoft Word on CD

## **5. Copyright**

Hall For Cornwall will own the copyright of the final version of the report and all other supporting documentation and project material.

The consultant should clear the copyright for any illustrations or other material used in both documents.

## **6. Budget**

The maximum budget available for the project is £10,000, net of VAT and inclusive of all costs.

## **7. Timescales**

The proposed key dates, subject to ACE and HLF capital funding timescales and planning process for this project are:

<b>Deliverables &amp; Key Dates</b>	<b>By</b>
Invitations to tender issued	23 October 2015
Clarifications Deadline	Noon 28 October 2015
Response to clarifications issued	30 October 2015
<b>Tender return deadline</b>	<b>15:00 6 November 2015</b>
Tender evaluation	2 weeks
Tender award notification	20 November 2015
Inception Meeting and Briefing	To be agreed (December 2015)
Contract Begins	To be agreed (December 2015)
Draft Report	18 March 2016
Final Report	25 March 2016
End of Contract	31 March 2016

The appointment will commence with the Development Phase, starting in December 2015 and finishing by 31 March 2016 in order to inform the business plan for an application for funding in October 2016.

Please note that the overall commission, and the start date, will be reliant on a successful application to Heritage Lottery Fund being secured in November and contracting being completed in December.

## **8. Submission of Bids**

Your tender submission should include:

- Company information to include; organisation name and address, phone and email contacts and web site details
- Proposed methodology to address the brief and achieve the required outputs
- The relationship, role, responsibilities and relevant experience of any partners or sub-contractors that will be involved in delivering any part of the project, and their share of the contract
- Any additional services or specialist advice considered necessary or advisable to carry out the commission
- Details of the personnel who will carry out the different elements of the project, their proposed role in the project and their relevant qualifications and experience
- A detailed cost breakdown relating to the separate elements of the brief, including day rates for all members of the team and all travel and other disbursement costs



- An outline description of your proposed approach to this project, including relevant stages and key milestones and comments on the team's ability to resource and deliver the work on time
- A preliminary programme, detailing consultant tasks & key milestones
- A very brief assessment of why you feel you are best placed to deliver this project and how your skills enable you to fulfil the requirements
- Exclusions to the Fee Offer to be clearly identified
- Risk management for delivery of brief
- Fee drawdown on a monthly basis
- Details of last three years' accounts.
- Evidence of Employers Liability (£5m), Public Liability (£5m) and Professional Indemnity (£1m), or confirmation that the insurances will be in place should you be successful

Consultants should ensure that they properly account for all aspects within the scope of the work and make clear in the tender submission the time allocation and staff resources to be allocated for each task.

Please send your submission to Siân Woods, Company Administrator, Hall For Cornwall via email [SianW@hallforcornwall.org.uk](mailto:SianW@hallforcornwall.org.uk) by the deadline identified in the table above with the subject heading;

"HFC Conservation Management Plan Tender Submission - [ADD COMPANY NAME]"

## **9. Evaluation of Bids**

The client is seeking a Conservation Management Consultant who can demonstrate the following qualities:

- Experience of delivering HLF funded Conservation Management Plans
- Evidence of accurate project management and an ability to work with diverse client bodies
- Experience of designing and delivering similar successful projects, particularly within the arts and culture sector but not necessarily involving listed buildings, and in sensitive historic settings
- The team should also be able to provide suitable references and evidence of appropriate indemnity and public liability insurance, health and safety and quality assurance and financial standing

The submission will be considered by an assessment panel consisting of representatives from HFC and Cornwall Council. The tender assessment will consider the most economically advantageous submission based on the information provided.

#### **10. Invoicing Arrangements**

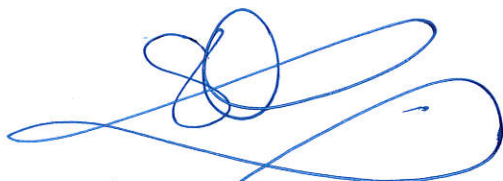
Invoicing arrangements and payment terms will be agreed prior to contract.

#### **11. Terms and Conditions**

In the event that we decide to move forward with your company, an order will be placed with you subject to Hall For Cornwall's standard Terms and Conditions of Purchase of Goods and Services (under £50,000), a copy of which will be sent to you on request.

Please contact the undersigned if you have any questions or queries.

Yours sincerely



Siân Woods  
**Company Administrator, Directorate**

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