



Ramsgate Town Council

**Radford House Community Centre
18-21 Effingham Street**

Brief for Project Manager

Ramsgate Town Council is seeking to appoint an experienced project manager to manage the next steps of a project to refurbish and redevelop the Grade II listed Radford House in Ramsgate - previously the Old Fire Station, at 18-21 Effingham Street, Ramsgate, CT11 9AT. The fully redeveloped building will become a community centre providing access to activities and services not currently available in the centre of Ramsgate, whilst also restoring and protecting the physical fabric of this historic building. Reporting to Ramsgate Town Council, and working closely with Councillors, staff, external consultants, the local community and not for profit organisations, potential occupants and other stakeholders, the appointed contractor will lead and drive the project through its development and delivery. The contract could be fulfilled either by an individual consultant or by a consultancy.

1. Background

Ramsgate Town Council (RTC) purchased the Grade II listed redundant fire station at 18-21 Effingham Street, Ramsgate, CT11 9AT in 2019 with funds bequeathed to the Council by Mr Radford, a local resident. The council renamed the building 'Radford House' in honour of this benefactor.

The site provides over 300m² of internal space as well as a sizeable external area to the rear and side of the building.

The Council wishes to develop Radford House as a community centre providing access to activities and services not currently available in the centre of Ramsgate, whilst also restoring and protecting the physical fabric of this historic building.

The Council seeks to appoint a freelance Project Manager to manage the development and delivery stage of Radford House Community Centre project.

Applicants are invited to read the following to further their understanding of the project:

- A Feasibility Study undertaken by "Counter Culture" in November 2020
- The following planning applications, now approved by Thanet District Council

F/TH/20/1266 | Part retrospective application for the change of use from Fire Station to Community Facility including offices, events space and storage together with erection of second floor rear extension, extension to rear tower at upper levels, alterations to fenestration and erection of metal fence and gate to side car park following removal of existing rear fire escape. | Ramsgate Fire Station 18 - 20 Effingham Street RAMSGATE Kent CT11 9AT

L/TH/20/1267 | Part retrospective application for Listed Building Consent for erection of a second floor rear extension, extension to rear tower at upper levels, erection of metal fence and gate to side car park and internal and external alterations to facilitate the change of use of former fire station to Community Facility, following removal of existing fire escape. | Ramsgate Fire Station 18 - 20 Effingham Street RAMSGATE Kent CT11 9AT

(Both planning applications can be found on Thanet District Council's website)

In order to progress to the next stage a "Project Development Grant" of £52,470 (to include Project Manager) has been awarded by the Architectural Heritage Fund.

There is also a programme of urgent remedial and safety concerns that need to be managed, in advance of any project development work starting (the repair work itself sits outside the scope of the AHF grant).

2. The Consultant

Ramsgate Town Council seeks to appoint a suitably experienced Project Manager to oversee all elements of the project and comply with reporting requirements of the AHF, our principal funder for the development stage.

The successful candidate must have a proven track-record of managing heritage projects in conjunction with the AHF, or similar bodies. The Project Manager will support the Council with procurement, management and delivery of the capital elements and also oversee community consultation, business planning and activity planning to ensure that all elements come together to deliver the client brief.

3. Principle Tasks

Stage 1 : To Commence March 2022

- a) The following contractors should be identified via a tendering exercise, to be undertaken by the Project Manager:
 - i) A suitably qualified architect to undertake RIBA Stage 4-6 work (there should be a break clause included for after RIBA Stage 4 work)
 - ii) A quantity surveyor to be identified to provide full detailed cost estimates; this work should include the preparation of tender documents and the assessment of tenders/preparation of a tender report, in association with the architect.

- iii) Development of a detailed business plan (incl. community engagement)
- iv) Full structural report (that includes the area's highlighted in the Condition Survey of 2019).

Once tendering has been completed the Project Manager should shortlist and make recommendations to the Council on the applicants. The Project Manager should then commission and oversee the work of the Council approved contractors.

- b) A schedule of urgent remedial and safety matters arising in the Full Structural Report should be written (work that cannot wait for the Project Implementation phase), to be costed and presented to the Council for approval. To commission this work to be undertaken by the Council approved contractor/s.
- c) To liaise with The Architectural Heritage Fund, ensuring that all activities meet with the criteria of the Project Development Grant.
- d) To assist the Town Clerk with preparation of further grant bids for the Project Implementation stage.
- e) Prepare a Project Execution Plan, including detailed programme, to set out how the Council's approved business plan should be implemented (that resulted from a(iii)).

Stage 2 : To commence after break clause when funding for implementation has been secured

- f) Manage arrangements for the start of works on site, including reviewing contract documents for signature and ensuring that appropriate insurance arrangements are in place.
- g) Working with the Quantity Surveyor to assist the Council in prioritising works to maintain the project budget before works start on site should cost savings be required.
- h) Monitor progress on site, liaising with the architect during the construction period to represent the best interests of the Council, attending site meetings and making regular reports to the Town Clerk, especially with a view to facilitating responsible and effective decision making to keep the project within programme.
- i) Maintain and update the risk assessment and mitigation documents.
- j) Be the day-to-day contact for the contractor/design team/Council as matters arise on site, with potentially daily contact by phone and email at times, whilst always being mindful that only the Town Clerk can issue instructions to the contractor.
- k) Assist the Council officers with regard to interpretation proposals.
- l) Assisting the Council in prioritising works to maintain the project budget before works start on site.

- m) Ensure that information required by the main contractor is supplied in a timely fashion to maintain programme progress.
- n) Maintain project management records.
- o) Oversee the development of the business plan (whatever may be approved).
- p) Ensure a smooth handover of the project to the Council, with the provision of manuals and appropriate training for Council staff.
- q) Support post-completion activities, particularly management of the rectifications of defects and negotiations of the contractors final account and funders' project completion processes.
- r) Contribute to the Council's project evaluation process.
- s) *Further work to manage and implement the approved business plan may be required (depending on what the approved plan is). Terms to be negotiated additionally for this work.*

Other (across both Stages):

- Managing risk (inc preparation of risk register for development and delivery phases)
- Communications
- Preparing Project Execution Plan include Project Timetable with clear milestones

4. Timetable

The Project Manager will be available to start in March 2022 and preparation of a robust plan for the progression of the Project Development Grant funded work must be completed within two months, ready for submission to the Council and AHF for approval.

5. Reporting and key relationships:

The Project Manager will report directly to the Town Clerk & Responsible Finance Officer. There Project Manager should also be prepared to report/give presentations directly to the Council/Committee on their work.

6. Funding

The indicative total budget for project management through remaining development and delivery is £60k. Applicants are asked to provide a breakdown/projected allocation of time/cost for each of the stages.

The estimated building works cost is available upon request.

7. Application

To apply for this post please send the following information to town.clerk@ramsgatetc.org.uk:

- Name, contact details and background of the lead consultant (CV acceptable)
- Breakdown of costs for undertaking the work (including number of days allocated per task, all fees, expenses, charges, meetings, presentations and interviews).

- A timeframe showing when you would undertake the various tasks.
- Evidence of experience of working on historic building projects that involve significant public engagement, ideally from the last 2-3 years.
- Examples of relevant previous work, demonstrating ability to deliver a project of this scale, scope and complexity.
- The names of two contacts from two separate organisations for who similar projects have been undertaken within the last 2-3 years.

NB. The tender must include a break clause at the end of the RIBA stage 4 and business planning stages; whilst funding for the project delivery stage is secured.

Closing date: 9am 18th February 2022

Submissions will be evaluated on a quality/cost basis (70:30) and will include the following:

- i) Understanding of the brief
- ii) Methodology and approach
- iii) Strength of the proposed team, including skills and relevant experience.
- iv) Cost