



## **RWA 'Light and Inspiration'**

### **Scope of work to inform tender documents for:**

#### **Cost Consultant**

### **1.0 Project Summary**

In June 2019 the RWA was successful in securing a NLHF Round 1 grant towards a £3.23m capital and audience engagement project, 'Light and Inspiration'.

This project will undertake urgent and vital works to safeguard the future of one of Bristol's best-loved institutions, the RWA, which has been nurturing new talent and championing equal opportunities for 160 years.

By undertaking urgent repairs and improvements to our Grade II\* building, the project will protect and revitalise this important regional gallery.

Work includes replacing the roof lanterns above our main galleries, which are at risk of collapse and cause extreme temperature fluctuations which deter visitors, threatening our income and sustainability.

Transforming first impressions will attract and enable more people to engage with our exceptional galleries, exhibitions and collections through remodelling the forecourt, opening up the facade and enhancing physical access.

Meanwhile, partnerships with CreativeShift, Happy City and Creative Youth Network will deliver creativity and wellbeing to new audiences, including those experiencing mental and physical health challenges, young people and minority groups, across Bristol and beyond.

The RWA are now assembling a team to support them in detailing and developing plans for the capital works to the gallery spaces, foyer and forecourt, as well as for activities and audience engagement. For further information about the RWA please see Appendix One.

### **2.0 Project Scope – what will the project do?**

'Light and Inspiration' builds on the initial step change brought about by the previous HLF funded project, Great Spaces Inspire, by:

- addressing urgent capital issues that threaten our sustainability;
- making our building more accessible and welcoming, responding to reported barriers to entry (intimidating façade; lack of clarity about the building's purpose; absence of 'curb appeal') and known access issues;
- deepening our community engagement to ensure that people of all backgrounds can benefit from both the built and living heritage we offer.

## CAPITAL

The capital works comprise three main elements:

1. The roof lantern works, which will:
  - Replace the existing glazing in the roof lanterns with a modern glazing system that will reduce both solar gain and heat loss while retaining the existing form and glazing pattern of the lanterns
  - Modify the roof to provide sufficient support structure for the additional load of the new glazing to the roof lanterns
  - Introduce openings into the lanterns to provide natural ventilation in extreme conditions
  - Provide general controllable ventilation through new, carefully positioned and detailed, openings in the external walls to allow day to day control of temperatures
  - Utilise the scaffolding and site preparation to undertake repairs the north elevation, art school windows, roof and chimneys in tandem with the replacement of the rooflights.
2. Works intended to transform the visitor experience from their first glimpse of the building and throughout their visit, essential to increasing engagement and widening audiences. These comprise:
  - Landscaping the building's forecourt to provide a welcoming, beautiful and functional access route to signal the all-inclusive accessibility of the building
  - Creating an outdoor community space that complements the façade, able to be utilised for café and social seating areas, offering an introductory route to the RWA for new audiences
  - Lowering of the ground floor windows to pavement level, flooding the interior with light and maximising the potential of the front elevation to attract visitors by enabling passers-by to see activity and interest
  - Refurbishment of the foyer area to include new welcome, orientation, retail space and improved lighting and thermal protection to improve the intuitive flow and enable the space to be used by the public as more than a corridor.
  - Relocating the café from its current position, to increase covers and ensure it can be operated independently of the gallery. The café relocation needs to consider public WC facilities, the interaction with the remodelled frontage, optimum customer experience and the potential future use of the space to the rear of the RWA.
3. Enhancement of mechanical and engineering works, which will:
  - Overhaul the heating system, including replacement and upgrading of pipework, delivering reductions in running costs and preventing exposure to risk of damage from leaks
  - Replace the antiquated lighting systems in the main galleries to make them fit for purpose and more energy efficient
  - Improve environmental conditions within the gallery, reduce negative ecological impact and enhance sustainability.
  - Replacement of the faulty 1913 lift car, which includes heavy, manually-operated doors, with a modern public elevator that can be operated by people with mobility issues.

## 2.2 Work undertaken to date:

- In 2017, an HLF Resilient Heritage grant funded an options appraisal to devise the best solution and provide designs and cost estimates for works to the roof lanterns to ensure the future viability of the building. These works are anticipated to cost in the region of £770,000.
- We have subsequently applied for and been granted Listed Building Consent for the roof lanterns. Listed Building Consent was granted in 2017, which expires in 2020. This will require renewal as part of the appointment.
- In 2008, architects Acanthus Ferguson Mann undertook a feasibility study and options appraisal and plans were drawn up for landscaping work to the forecourt and the lowering of the ground floor windows to pavement level.
- Listed Building Consent was obtained for this work and we understand from Bristol City Council that, as a material start was made on the project within the specified timeframe, this is still in place.
- In 2015, the Board commissioned surveyors Alder King to undertake a Quinquennial Review, outlining the risks and priorities. Works identified within this survey will form the basis of maintenance works required at the property.

The reports will be made available to the successful consultancy teams and form the basis for the scope of works and cost estimates for this project.

**Total Potential Delivery Phase Capital Costs**

**£ 2,200,000**

### **3.0 Scope of work required from Quantity Surveyor/ Cost consultant**

The Design Team will be required to produce designs for the outline description of works identified in section 2 above, including the lift replacement and new lighting installation. The design team will also be required to provide advice on the procurement strategy for the works during the project's development phase.

For clarity, the appointment of the quantity surveyor will be from RIBA stage 1 to RIBA stage 7. The engineer **MUST** schedule their fee across each RIBA work stage, as the appointment will be made in two distinct phases.

The first phase is the 'Development' phase, which is up to RIBA stage 3 'plus'. After which, the NLHF funding application will be submitted. Subject to the outcome of this bid, the appointment will continue through the 'Delivery' phase. In order to assess each bidders return, a fee allocation per RIBA stage must be submitted.

The Quantity Surveyor will be responsible for:

- Preparing initial budget estimates (drawing on existing reports and cost estimates for different areas of work and new appraisal) and developing the preliminary cost plan
- Cost planning/ checks
- Monitoring cost implications during the design stage
- Maintaining and developing the cost plan and preparing periodic cost reports and updated forecasts. Cost reports should be provided monthly, and at the end of each RIBA stage (however separate reports are not required if these activities overlap i.e. a RIBA Stage 3 report can be issued at month end if these occur at the same period).
- Advising on and implementing tendering and contractual arrangements, including advise on the most financially advantageous methods of procurement.
- Preparation of tender documents for the capital works contracts, including details regarding quantities of required materials
- Post contract monitoring of variations including change control procedures
- Providing general cost advice during the contract to inform design decisions and supporting/ approving client changes or variations
- Cost control and agreeing final accounts
- RIBA End Stage Cost Plans
- Inflationary, contingency and risk budgeting
- Providing the client with advice and assistance on costs as may be required for fundraising purposes
- Providing the Client with advice and assistance as may reasonably be required in any disputes and proceedings that the client may have with the contractors.

### **4.0 General Duties of Consultants**

The consultants will:

- Exercise all reasonable skill, care and diligence in the performance of the Services.
- Comply with the responsibilities of a designer as defined by the Construction (Design and Management) Regulations 2015.
- Attend meetings and visit the Site to properly progress the works to ensure the successful completion of the Project and mitigate any delays or additional costs.
- Keep full and proper records of all key meetings and negotiations attended or conducted by the

Consultant and make the same available for inspection by the Client forthwith on request.

- Issue monthly project progress reports detailing the project status
- Input into development of the master programme and project element programmes for the project and support the team in regularly reviewing these.
- Perform the Services necessary for completion of the works in line with the project programme.
- Monitor the production of information against the programme and if delayed, inform the project manager and use reasonable endeavours to expedite the production of the information.
- Assist with risk identification and reduction strategies.
- Lead on cost or design elements of any value engineering exercises to ensure alignment with budget.
- Support and assist the Project Manager in preparation of a Project Execution Plan (PEP) and the Project definition documents for the Project as appropriate.
- Deliver the Project in line with the Project Execution Plan (PEP) and report progress against the PEP baseline throughout.
- Provide information/ input into the Management and Maintenance Plan as defined by the NLHF in respect to their discipline at both Second Round and Project Delivery Stages.
- Provide a pro-active advice service to support the Client and the other Consultants in considering the cost implications of design options/ alternatives or constructional approaches throughout.

## **5.0 Timing and length of contract**

The Development phase will run from November 2019 – May 2020 with a Round 2 submission by 1<sup>st</sup> June 2020. It is anticipated a Development Review (at RIBA 2) will be held March 2020, with completed plans to RIBA 3+ to be delivered by the end of April 2020. Subject to Round 2 approval and Permission to Start, the Delivery phase will run from October 2020, with the works on site programmed to be delivered June-November 2021.

## **6.0 Reporting**

The consultants will report to the Project Manager, and through them to the Project Board on a monthly basis. Regular liaison with RWA staff is also expected.

## **7.0 Fee**

The consultant is expected to provide a fee proposal for the work based on the number of days to be allocated, and day rate of different personnel. This is a whole project cost tender, divided into 2 stages for the NLHF Development Phase (up to RIBA 3+) and the NLHF Delivery Phase (to capital project completion). The contract will be for both stages of work with a break clause on submission of the NLHF R2 application. Reappointment is subject to NLHF funding and a decision by the client to re appoint for the Delivery Phase.

## **8.0 How to apply**

Applicants should submit their proposal by noon on Friday 22 November 2019. Interested parties will have opportunity between 10 -12 on Monday 18 November to visit site and talk to the client.

The proposal should include information on:

**Question 1.** Approach to the brief, methodology, design output and timetable. It is important for tendering parties to consider the importance of the design on the project goals – the design needs to transform and enhance the visitor experience and improve the operation of the café and public areas to the front and ground floor of the building. The style and communication of the submission will be considered in the evaluation of this response.

**Question 1 Weighting – 25%**

**Question 2.** Details of relevant experience including 2 references from recent work undertaken by the proposed team. Note that relevant experience is considered to be projects that have NLHF elements, Gallery Projects, or Heritage Projects. Recent work should be projects worked on within the past three years. Note that references will be contacted as part of the evaluation process.

**Question 2 Weighting – 35%**

**Question 3.** Fee proposal, including a day rate and number of days proposed for the Development Phase and the Delivery Phase with project lead and roles and responsibilities clearly explained.

**Question 3 Weighting – 25%**

**Question 4.** Summary CV of the team proposed to deliver the project.

**Question 4 Weighting – 15%**

## 9.0 Scoring Criteria

Submissions will be scored on a 75:25 split basis. 75% of the scoring criteria will be related to the quality of the submission.

Items 1, 2 and 4 in the ‘How to Apply’ section above will each carry a scoring potential as shown per question. Note that each question will be marked from 0 – 10.

Scoring will follow the criteria set out in the table below.

Tender Evaluation Methodology.		
Assessment	Description	Score
<b>Not Eligible for Considerable</b>	Absent or does not meet the brief in any respect. Completely fails to meet the standard.	<b>0</b>
<b>Inadequate</b>	Very poor response which has several serious shortcomings in a majority of areas.	<b>1</b>
<b>Inadequate</b>	Response has some major shortcomings and clear deficiencies. Inadequate detail provided.	<b>2</b>
<b>Limited</b>	Fails to meet the standards in most aspects but meets some. Limited information only partly addresses the question.	<b>3</b>
<b>Limited</b>	Response has minor shortcomings in a minority of areas. Information is limited, and parts of the question are answered.	<b>4</b>
<b>Acceptable</b>	Response meets the required standard in most aspects. There are some minor shortcomings.	<b>5</b>
<b>Acceptable</b>	Response meets the required standard with no shortcomings.	<b>6</b>

<b>Good</b>	Response meets the required standard with no shortcomings and exceeds expectations in a minority of areas.	<b>7</b>
<b>Good</b>	Meets the required standard. Comprehensive response in terms of detail and relevance to the question.	<b>8</b>
<b>Excellent</b>	Excellent response in all or most areas which exceeds expectations and with no areas of shortcoming.	<b>9</b>
<b>Excellent</b>	Outstanding response in all areas and significantly exceeds expectations.	<b>10</b>

Item 3 (fees) will be scored using a calculation, whereas the lowest tender will receive a score of 25, and all higher bids received will be allocated a percentage score following this.

### **Example.**

When the total cost of each bid has been established, these costs will be converted to a score out of 25. As the lower the cost is the most advantageous, the lowest cost will be awarded a score of 25. All other bids will be scored using the formula:

$$\text{Bid's Score} = 25 \times (\text{lowest total cost} / \text{bid cost})$$

Three bids are received. The total cost for each is:

Bid A	£120,000
Bid B	£124,000
Bid C	£142,000

### **The cost score for each bid is:**

Bid A =	$25 \times 120/120 =$	40.0
Bid B =	$25 \times 120/124 =$	38.7
Bid C =	$25 \times 120/142 =$	33.8

## **10.0 Contact details**

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