



Tender for
Hadleigh Guildhall Design Team
& Heritage Advice
for Hadleigh Town Council

Sep 2022



CAROE
ARCHITECTURE

1.0 Introduction

The Caroe Architecture Ltd (CAL) team are delighted to offer this proposal for Hadleigh Guildhall to the Hadleigh Town Council.

This submission is based on the Invitation to Tender document dated August 2022 and our knowledge of the building gained through the previous feasibility study work. We are also pleased to confirm that the same team will take the project forward; that is, Gethin Harvey, Senior Conservation Architect with oversight from director Mark Hammond. We are excited to continue our work completed to date, working alongside the town council members and Ingham Pinnock Associates. Our in-house team will be supplemented for this commission by Dr Karey Draper who will lead on the conservation planning and heritage impact assessment work, with other supporting staff drawn from our Cambridge office.

We always strive to bring in the best team for each of our projects, based on their experience and knowledge, as well as our experience of their previous good work. Our team for this submission includes The Morton Partnership and Ed Morton is keen to continue his company's long-standing relationship with this interesting and valuable historic building. We are also pleased to include Andrew Morton Associates again as cost consultants.

Additionally, we are proposing some trusted colleagues to help us develop the RIBA Stage 2 proposals and these include Martin McConaghy of IDACS UK as access consultant, CBG Consulting for building services and The Fire Surgery who, as their name implies, will help us with fire engineering advice. We work regularly with all of these consultants and together have a record of successful delivery of small projects and studies up to, and including, work at St Pauls Cathedral.

2.0 Standard Company Information

Company name: [Caroe Architecture Ltd](#)
Company address: [Office 5, Unit 8; 23–25 Gwydir Street, Cambridge CB1 2LG](#)
Project contact name: [Gethin Harvey](#)
Project contact email: Gethin.Harvey@caroe.biz
Project contact telephone number: [01223 472237](tel:01223 472237)

Company status: [Limited company](#)
Company registration number/equivalent: [6927269](#)

Date company registered/equivalent: [2009](#)
Financial standing: [Our DUNS number is 211674427 to facilitate checking](#)

Conflicts of interest - Does your company have family or close friends who either work for the Town Council or Charity (Yes / No)? [No](#)

Bona fide tender - Any tender submitted must be bona fide and without canvassing or soliciting any Trustee, Councillor or employee of the Charity or Town Council or fixing the rates with another supplier. By submitting a quotation you are agreeing this is a bona fide quotation. Please confirm (Yes/No). [Yes](#)

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)? [No](#)

Is it your policy as an employer to comply with your statutory obligations under current equal opportunities legislation (Yes/No)?
[Yes – Our CAL Equal Opportunities and Anti-Discrimination Policy is available on request](#)

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. [No](#)

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.
[Yes – our full H&S policy is available on request](#)

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. Yes, we run our own CAL Quality Management System. This is not certified to BS/EN/ISO9000, but is internally audited by our office manager at completion of each RIBA Workstage, and is periodically assessed by our professional insurers.

Insurance - Employers liability: Please confirm what level of cover you currently hold and will hold for the duration of the contract. The Council'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.

We hold £10million Employer's Liability Insurance, as required.

Public liability: Please confirm what level of cover you currently hold and will hold for the duration of the contract. The Council'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.

We hold £5million Public Liability Insurance, but would be willing to increase to £10million if requested.

Professional indemnity: Please confirm what level of cover you currently hold and will hold for the duration of the contract. The Council'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.

We hold £1million Professional Indemnity Insurance, as required.

3.0 Method & Programme

3.1 Approach to design development

The need for understanding a Client's needs and desires is a crucial part of responding to the project brief. Fortunately, through involvement in the previous phase of feasibility, key members of the proposed team have already developed a good knowledge of the building, its key issues, constraints and most importantly, opportunities! As such, we have proposed to maintain a

continuity of existing consultants – augmenting the team with additional expertise as required.

The historic prominence of the entire complex is clear – from the jettied 15th Century framing of the Guild Hall overlooking the medieval church, to the grandeur of the Victorian Town Hall. The variety of architectural styles demonstrate a history of extension and modification which has led to the current form - providing a natural attraction to any visitor and an obvious reasoning why the respective parts have been assigned Grade I and II Listing status. However it must be acknowledged that the sheer size of the resulting structure provides a significant maintenance burden, and that the seemingly ad hoc series of additions has led to contrived circulation routes and an amalgamation of underutilised spaces.

It is understandable therefore how the current building does not work as a sustainable business model. This was demonstrated in the baseline research and analysis undertaken by IPA which identified continuing trends of declining usage and a shortfall in necessary income – concluding with the 'preferred option' for mixed re-use. Following endorsement by the Charity, this formed the basis for initial drawings by Caroe Architecture Ltd which sought to evaluate potential layouts and indicative capacities based on the IPA studies to:

1. Balance the need to generate more income with continued provision of widespread public access
2. Respond to known patterns of demand for different spaces within and outside the building
3. Diversify income streams in order to improve resilience and financial sustainability
4. Avoid un-doing major recent investment
5. Respond to heritage significance and sensitivity
6. Improve the delivery of and access to local government and Town Council services
7. Improve public access to the town's archive.

By necessity this early work was at a very high-level and proved sufficient for the principles of re-use to be explored and concepts to be put forward to garner support and funding. As such the AHF grant is excellent news, and we have anticipated that, if successful, it is this preferred option which we would be building on.

Working with our team, we will:

- Hold an initial stakeholder Objectives and Outcomes workshop to swiftly review the existing proposals and review the key functional needs, understanding any further feedback on the proposals during the interim period.
- From this, produce primary outcome of the review will be a defined and signed off brief, with data sheets on spatial requirements to hone in spatial layouts and identify how servicing and fire strategies may be appropriately integrated.
- Analyse new measured survey plans to: Establish level changes and accurately plot circulation routes. At present lift access is only provided in the south range of the building and only as far as the Grand Hall. A lack of wheelchair access may risk future funding.
- Facilitate a review of potential fire safety strategies and any potential compartmentation options which we assume will be required around all usage boundaries. Limited opening-up, will likely be required to confirm existing construction details and to determine the least intrusive methods for fire/acoustic improvements. One such boundary is that between the residential spaces proposed at the north end of the building, and the commercial office/Guild Room spaces, where any form of lining would completely alter the character of the spaces and would likely be unfavourable from a Heritage stand-point. There are a number of strategies which may be pursued, such as incorporation of a fire curtain; integration of fire suppressing equipment etc.

Design Development and Managing balance between conservation and alteration - The balance between conservation and intervention will be integral to the success in delivering a mixed use conversion that allows the history and importance of the buildings to remain legible. Our in-house Heritage Consultant will work alongside our architectural team in developing the Heritage Impact Assessment. This close working relationship stimulates ideas borne out of an appreciation and understanding of the heritage - in so doing, developing a robust philosophy of approach to strengthen justification for early consultation and later consent applications.

Overall, we are (in the spirit of the SPAB manifesto) in favour of maximising the retention of valuable or significant historic fabric which allows this sensitive approach to guide our design processes. Notwithstanding the significance of the fabric, repair works and modifications alike, need to be appropriate, and well-detailed – we have great experience of this from projects at Fotheringhay Church in Northamptonshire to St Paul's Cathedral in London, and in the examples given in the case studies.

Later in the work stage, detailed layout plans will be drafted to include high-level coordination of the proposed fire and servicing requirements, upon which the cost plan would be updated for reporting. All would be documented in a RIBA Stage 2 completion report aimed at supporting further funding applications.

At each stage of the process we will seek further opportunities to maximise heritage benefits, operational efficiency, energy conservation and commerciality. Where intervention is required, it will be designed to be implemented sensitively and to positively contribute to the existing character rather than compromise it – also acknowledging that significant previous investment has been made to facilitate elements such the circulation core and lift which has been installed to provide access to the Grand Hall.

Monthly meetings and Reporting - The continuity of engagement with the client group will be essential. We always ensure that the design development is taken forward in a logical process, with client involvement in all key decisions. The regular meetings will provide the platform for us to report on progress during that month and stakeholder input which may be required. We ensure excellent standards of communication both with the client and between design team members. We stress the need for this in our response – ensuring the entire team understands the end user requirements and really making sure that everyone knows what they can get within the budget – but also how to get more, if events allow.

We like to innovate and use the technology at our disposal for communications and will manage project meetings to best effect using Zoom or Team to assist. As lead consultant we will coordinate inputs from the consultant members

and report as the design team representative at the monthly meetings – requesting attendance of the relevant members where required.

3.2 CMP and Heritage Impact Assessment

Caroe Architecture Ltd (CAL) produces CMPs that are in line with the National Lottery Heritage Fund's Conservation Plan Guidance and which follow the principles and guidance set out in James Semple Kerr's *The Conservation Plan* (7th Ed) (2013) published by ICOMOS. For Hadleigh Guildhall, the structure of the required high-level CMP will follow these principal headings:

- Understanding Hadleigh Guildhall: History & Development
- Assessment of Significance
- Phasing Plans & Significance Plans

A 'component matrix' will be drawn up at the outset to agree the nomenclature for different parts of the site, buildings, spaces, collections' and archives' categories as well as the intangible elements of the heritage asset including the knowledge of all associated with this important place. This gives clarity of scope to our fieldwork and writing and is essential in ensuring there is a full definition of what contributes to the overall heritage significance.

The CAL team thrives on collaborative working and we are keen to build effective relationships with representatives of Hadleigh Town Council/ Hadleigh Market Feoffment Charity (HTC/HMFC). Our aim will be to deliver a CMP that becomes a well-thumbed resource, which is accessible to non-specialist readers, which captures in an engaging manner the rich and fascinating history of Hadleigh Guildhall, which clearly defines the heritage values and significance, to assist HMFC's immediate and longer term management and development of this significant heritage asset.

To achieve this, we would suggest that, if possible, a CMP Steering Group (perhaps drawn from the town council's own working party) is formed including the Project Sponsor, Project Coordinator, and those responsible for the Archives. We would then plan to meet with the Steering Group at CMP inception so that key objectives including priority

areas for primary research and preferences for the report format are agreed at the outset and members of the Guildhall team who are vital to informing the CMP are identified (as well as homing in on other key stakeholders). We would then seek further discussions with the Steering Group members following issue of the first draft of the Understanding and Significance sections of the CMP. This would not be to preclude other members of staff from reviewing the CMP and having an input but simply to provide an effective means of channeling and moderating feedback on our work. Our experience on previous projects is that a regular conference call with a lead member(s) of the Steering Group is a very effective way to communicate in between milestone discussions, especially when there are many other pressures on the client team. More generally we would plan to spend time at the Guildhall to get to know the staff team and understand the present day operation of the site to gain a thorough understanding of place and Spirit of Place.

Strategy for CMP Consultation - For this high-level CMP, it would be useful to include a measure of consultation to not only help inform significance but to engage with statutory stakeholders as well as the local community. We would plan to agree a tailored strategy for consultation at project inception, however, we have a tried and tested approach that has served us very well on previous projects and which would form the basis of our proposals. We would plan to write to a wide range of stakeholders, including statutory bodies such as Babergh District Council, Historic England, SPAB, The Ancient Monument Society and the Victorian Society, and non-statutory organisations including The Hadleigh Society and Ipswich Museum. This not only provides an opportunity to communicate the objectives and benefits of the CMP but also draws out individuals who would like to be involved or who have information they wish to impart.

Strategy for Research - The Understanding section of the CMP is the core of the report from which, if well-researched and captured, the evaluation of Significance naturally flows. Research includes illuminating not only the past but also the present including the Guildhall's current operational and strategic management, its physical and intellectual accessibility, and its place within the local area and the wider UK. We will be keen to tap into previous

research and publications, including the wealth of archival material held on site. With the additional expert advice of Historic Building Consultant, Dr Adam Menuge of Cambridge University, who as part of our team will survey the timber-framed structure and undertake Phasing Plans, we will seek to focus our primary research around apparent gaps in knowledge and key questions that the Steering Group would like to answer.

Heritage Impact Assessment: The benefit of CAL having our own in-house heritage consultants is that we are able to work alongside the design team, providing a valuable opportunity for discussion and collaboration to mitigate any potential impacts and maximise positive proposals. The HIA would draw from the Understanding and Significance sections provided through the proposed Conservation Management Plan, and aim to aptly demonstrate to the Local Authority and Historic England that the project is fully understanding of the significance of the heritage asset in order to justify any changes. The HIA would include an Introduction, Planning Policy Context, Summary Heritage Statement, Outline Heritage Impact Assessment and a Conclusion.

3.3 Consultations

The ownership and custodian arrangements, coupled with proposed mixed use and leasing/hire options provides an array of stakeholders which should feed into the development process through the Objectives and Outcomes workshop at commencement of the project, and continuity of updates through the regular project meetings.

The public facing nature of the complex means that further targeted consultation would also be important to communicate proposals to the local community and potential occupiers. This engagement would allow some focussed soft market testing to be explored based on the evolving design proposals to gauge commercial interest and feed into the design and business planning tasks – allowing the team to take on any feedback received. As a building of the community with mixed use proposals, this is a vital part of the project which must not be overlooked. We are familiar with such exercises and previously worked with Ingham Pinnock in exploring and

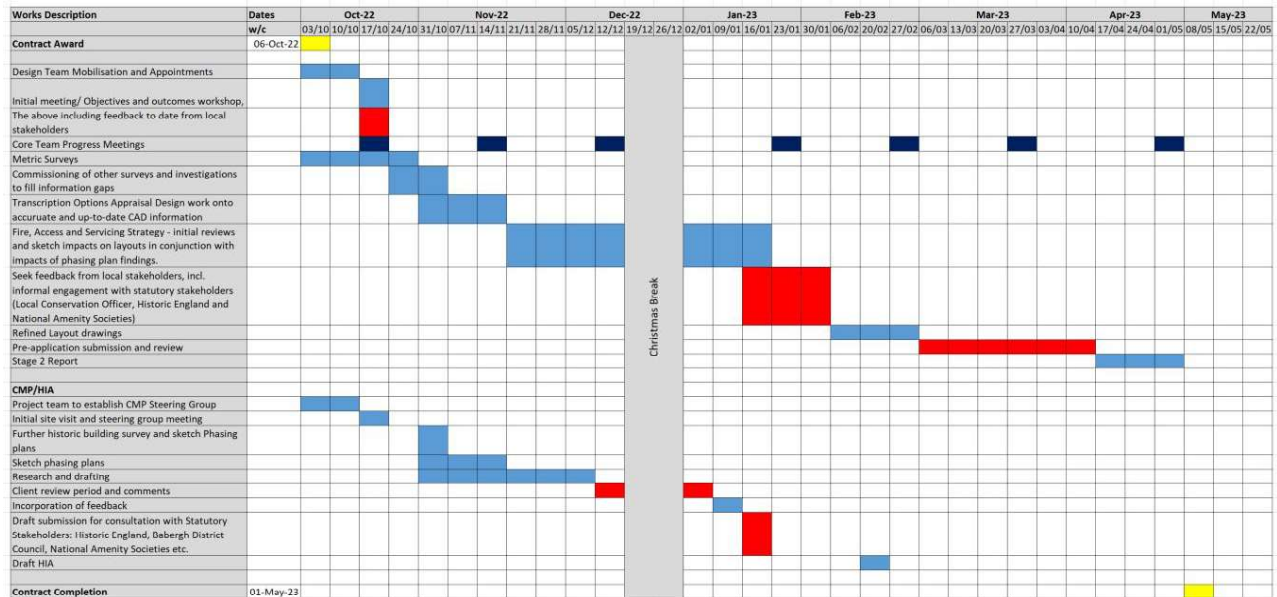
consulting on new uses (including community/charity operators) for the Thames Eyot Boathouse, a disused Grade II listed deep water boat house on the Thames at Twickenham, and on the HE Buildings at Risk Register.

The Caroe team regularly enjoy the theatre of consultation exercises and get involved in many every year in connection with our projects. We have recently carried out stakeholder programmes on various projects: for the National Trust at Wimpole Hall in Cambridgeshire, Taylors Bell Foundry in Loughborough. We find the exercises stimulating, often very enlightening, with no two activities are ever the same. Through this we can establish an interface and relationships with the end users. These are particularly rewarding events and provide the platform for discussion which helps us develop our proposals.

In terms of statutory consultation, we would seek to engage the local Conservation Officer, Historic England and National Amenities Societies, such as SPAB, early in the process - once potential options for fire safety and servicing strategies have been established. This would allow us to discuss and agree concepts with the Regulators - primarily to facilitate a smoother route towards consents and reduce risk of abortive work later in the design stages, but also to benefit the proposal from any observations or feedback. Contact would be maintained regarding any significant changes throughout the development of the proposals through to the submission of a formal pre-application package.

3.4 Programme

We are well versed in publicly-funded projects and have a working knowledge of the stipulations made by various grant funders. We are acutely aware therefore of the requirement to achieve specific deadlines and milestones.



Other key elements of our approach to the project will include:

funding availability or facilitate maintained (partial) use during construction works.

- We will work with the client to manage the risks, by identifying any requirements for early inspections, investigations and trials.
- Close working with the design team, and establishing early dialogue with any specialist contractors that may be required.
- Careful planning and documentation of informed evidence-based decision-making for statutory consultation and consent applications.
- Robust and consistent discussion with the team QS to challenge and drive down cost allowances where possible to reinforce areas of identified additional need.
- Looking ahead, we will give full recognition to site based constraints and make allowances informed by adequate investigation.
- Appreciation on a restricted town centre site with full recognition to site based constraints and associated neighbourly issues.
- Consideration of site logistics and buildability from the early design stages, taking into account site set up arrangements, layout, deliveries etc. to ensure the contractor can progress safely and efficiently during the construction phase.
- In conjunction with the above, maintaining a view towards potential phasing strategies for the works, if required to accommodate specific

4.0 Team

The CAL team is exceptionally well-qualified to undertake work for the Guildhall Stage 2 Design and Conservation Management Plan.

- The team members have completed combined design projects and CMPs for widely varying sites often in conjunction with, and to the standards expected for NLHF applications including Valence House (a timber-framed, medieval manor house with moat) for the London Borough of Barking and Dagenham, Taylor's Bell Foundry (Loughborough) with Ingham Pinnock, and the Bevis Marks Synagogue in the City of London.
- Successfully delivered numerous projects supported by a wide range of funding bodies, particularly the HLF (now NLHF), Historic England and Architectural Heritage Fund (AHF) grant programmes of both small scale and with values in excess of £5m.
- Maximised value from projects – spending well, but spending carefully to deliver the greatest impact and benefit.
- Carefully repaired and conserved buildings of national and international significance, as well as sensitive adaptation and remodelling of those – ranging from the more humble through to Cathedrals and Manor Houses.
- Successfully delivered numerous projects supported by a wide range of funding bodies, particularly the HLF (now NLHF), Historic England and Architectural Heritage Fund (AHF) grant programmes of both small scale and with values in excess of £5m.
- Maximised value from projects – spending well, but spending carefully to deliver the greatest impact and benefit.
- Carefully repaired and conserved buildings of national and international significance, as well as sensitive adaptation and remodelling of those – ranging from the more humble through to Cathedrals and Manor Houses.

We will field a team of professionals who share your values and who have a solid, proven experiences. Our proposed team is:

CAROE ARCHITECTURE LTD – Lead consultants and conservation architects

Gethin Harvey BA(Hons) BArch PGDip – Senior Project Architect



As project architect, Gethin will be the primary day-to-day contact for the project team. He is an experienced architect and former SPAB Lethaby Scholar – with continuing involvement with the SPAB as Chair of the Norfolk Regional Group. He is skilled in running conservation and repair projects and also maintains a keen eye on contemporary design through extra-curricular activities and a committee role to review planning applications in East Anglia. Key Projects, all listed buildings:

Kings College Chapel, Cambridge - Project

Architect roof renewal (including solar PV installation) overseeing M&E replacement for the introduction of a new lighting scheme.

Church of St Martin, Thompson - Project Architect for urgent stabilisation and extensive repairs to the Nave roof structure, and installation of new lighting to the C14 church.

Old Court, Corpus Christi College, Cambridge

- Project Architect for fire safety upgrades and refurbishment options for the C14 student accommodation blocks.

Fairfax House, Fundenhall - Project Architect for repairs to a C17 timber framed dwelling.

Hadleigh Guildhall, Suffolk – Project architect for feasibility study and options appraisal.

Knebworth House, Stevenage - Condition survey of the House and auxiliary buildings, with parts dating to the C15.

Diocese of Norwich – Approved Inspecting Architect.

Historic England Angel Award for Best Rescue or Repair of a Historic Place of Worship for work at the ***Church of St Mary, Forncett St Mary***.



Mark Hammond RIBA AABC – Director

Mark will lead the strategic overview of the project, he will oversee and be demanding of the quality of design work, and will be on-hand to support and steer the client and professional

team through the various challenges that will be encountered. Mark has spent all his career with historic buildings and has been AABC accredited for over 20 years. He has worked on all scales of conservation and reordering projects over the last 25 years relating to highly significant secular and ecclesiastical buildings. He is a Trustee and Casework Committee member of the Georgian Group. Key projects include:

Taylor's Bell Foundry, Loughborough -

Conservation Plan & design proposals for GII* purpose-built Victorian foundry supported by NLHF. £3.6m. Work is ongoing. Delivery of £600k of Historic England/DCMS Covid-Recovery grant works in 2021.

Canning Town Old Library, Newham, London

- Options appraisal and feasibility study for conversion of GII listed redundant library into a heritage hub and community facilities, for the London Borough of Newham's Levelling Up programme

St Paul's Cathedral, City of London - Cleaning and repairs to West Front 2003-6; North Transept Equal Access Project 2016-21

Historic Royal Palaces, London - Banqueting House, Whitehall (2022-24); Hampton Court – Cumberland Art Gallery (2012-14) - £950k. Kensington Palace – Kings State Apartments Phase 1 - £1.2m (2012-15); (Grade I/Scheduled Ancient Monuments).

French Protestant Church, Soho Square, London

– 2017-21 Crypt upgrade with new lift and stair to create community rooms. GII* listed.

Mark is also **Surveyor of the Fabric to the University Church, St Mary the Virgin, Oxford**. GI, Tower 1270, 14th C Spire, church restored 1660-1900. **Inspecting architect for St Peter-in-the-East Library (St Edmund Hall) and St Cross-at-Holywell (Balliol), Oxford.**

Dr Karey Draper BA MSt PhD FRHistS - Heritage Consultant



Karey would lead the development of the CMP providing deeper understanding of the heritage and its significance, and would work with the Design Team preparing the Heritage Impact Assessment. She is an

architectural historian with a diverse background in the historic built environment with practical skills including building investigation, analysis, surveying and recording, as well as archival research, palaeography, and the cataloguing and curating of collections. She is widely published on topics ranging from historic doors to the country house in wartime. Key Projects:

Blickling Hall, Norfolk - Conservation Management Plan for the National Trust. (Grade I listed, 17C)

Taylor's Bell Foundry, Loughborough - Conservation Plan for the NLHF project. (Grade II* listed)

Hardwick Hall, Derbyshire - Conservation Management Plan for the NT. (Grade I listed, 16C)

Valence House, Dagenham - CMP of medieval timber framed moated farmhouse, Grade II*, for the London Borough of Barking and Dagenham.

Emmanuel College, Cambridge - Project lead and heritage consultant on large-scale new development within the College and Conservation Area. Heritage Statement, Heritage Impact Assessment, Views Analysis and Visual Impact Assessment. (Grade I listed, 16C)

St Paul's Cathedral, London - Heritage Impact Assessment on the south ramp access project; Cathedral Floor Conservation Management Plan. (Grade I listed, 17C).

Ripon Cathedral, Yorkshire - Heritage Impact Assessment on the sanctuary paving project, leading on stone samples and liaising with specialist conservators. (Grade I listed, 12C)



Dr Adam Menuge BA(Hons), DPhil, FSA, IHBC - Historic Buildings Consultant

Adam is a leading expert on the analysis and recording of historic buildings and will work with Karey to advise on the analysis and understanding of

the built fabric of Hadleigh Guildhall, to contribute to the CMP.

He is the Course Director of the MSt in Building History at the University of Cambridge, also Vice-President of the Vernacular Architecture Group and a Fellow of the Society of Antiquaries in London. His previous career was with Historic England, The Royal Commission on the Historical Monuments of England (RCHME) and the National Trust. For HE and RCHME, he carried out wide-ranging architectural casework, involving the detailed research and recording of historic buildings, sites and places, ranging from the medieval period to the twentieth century; writing professional guidance on the understanding of the historic environment, including the current HE guidance on historic building recording and on Historic Area Assessments; devising and delivering professional and academic courses on the understanding of historic buildings and related fields, and lecturing on a wide range of subjects. Adam is the author of many previous reports for the National Trust including for *Oxburgh Hall, The Gothic Tower at Wimpole, Hardwick Hall, Blickling Hall, Monk Coniston Hall, Wray Castle and Ickworth House*. He has also worked with national, local, charitable and voluntary agencies on strategies for protection and conservation, including working parties on World Heritage inscription.

THE MORTON PARTNERSHIP – Structural Engineer

**Edward Morton CEng FICE
IHBC Conservation Accredited
Engineer – Managing Director**



Ed is Managing Director of The Morton Partnership Ltd, a company of civil and structural engineers with in excess of 30 employees, being almost entirely involved with the conservation, restoration and refurbishment of historic buildings and

structures. He is accredited in conservation under the CARE scheme. Ed is currently the Engineer to Canterbury Cathedral, York Minster, Westminster Abbey, Durham Cathedral, Ely Cathedral and Southwark Cathedral. He is Honorary Engineer to the Diocese of Canterbury, London and Chelmsford and sits on the IHBC technical sub-committee and the CARE panel.

Edward has acted as Conservation/ Structural Engineer for a number of commissions at the Hadleigh Guildhall, for the building of the new extension and lift shaft, advised on the repairs to the ceiling to the Grand Hall and over time, advised on a number of different repairs to the Guildhall.

Paul Vismeg BEng (Hons), MSc, CEng, MIMMM, ACSM - Engineer

Paul is an Engineer with an excellent ability to visualise concepts, problems and practical solutions in both two and three dimensions. This has led to many worthwhile, cost effective design solutions including previous the refurbishment of Bodley's Court, King's College, Cambridge and Woodbarms Farmhouse in Sudbury, Suffolk.

ANDREW MORTON ASSOCIATES – Cost Consultant

**Andrew Morton MRICS DipArb
FCI Arb DipAdj MCI OB –
Managing Director**



Andrew is the founder and managing director of the business and has extensive experience working with a range of listed buildings and ancient monuments. His core skills are in identifying risk and guiding clients through the procurement process. Key projects: *Oxburgh Hall, for the National Trust* - Andrew has recently completed acting as client's QS on the 'Raise the Roof' project at. Andrew provided full Quantity Surveying services from cost plan to agreement of the final account.

Little Wenham, Suffolk – an ancient settlement that includes a Castle, a grade 1 listed Tithe Barn and a range of other listed barns and stables. His work involves pricing the condition report and providing high level costs for alternative uses. *Hadleigh Guildhall, Suffolk* – Working with Caroe

Architecture to cost the initial feasibility study.

St Mary's, Thetford – Working with Caroe Architecture, cost consultant for repair and conversion and repair of derelict and redundant parish church, including structural repairs to tower and roofs.

THE FIRE SURGERY – Fire Consultant



Andrew Nicholson BEng, MSt (Cantab), Ceng MIFireE – Director, and Fire Engineer

Andrew is the founder and Director of The Fire Surgery. He is a Chartered Fire Engineer with 25 years' experience with Fire Engineering design. He

has a specialist fire engineering degree from the University of Leeds and a Masters degree from the University of Cambridge.

Andrew is a contributing author to the Fire Protection Association publication – *Fire Risk Management in Heritage Buildings*. He is also a standing committee member of the Association of British Theatre Technicians. He was invited onto the Special Interest Group by the Institution of Fire Engineers on Heritage Fire safety. Key projects: **Fulham Palace, London** - fire strategy document for the Fulham Palace site, which is a multi-use building (inc Grade I Listed), multi occupancy site Functional uses include places of public assembly (events spaces, etc), offices, sleeping accommodation (education centre, nursery school), and large grounds.

Clare College, Cambridge – development of fire strategy in connection with major refurbishment project at Old Court.

The Elizabeth Tower (Big Ben), London - appointed to develop the new fire strategy for the Tower and includes the active, passive and procedural fire safety measures required to support the fire safety objectives.

The National Trust - successfully working with the National Trust over the last 5 years on the following projects and have become their preferred fire engineering consultant of choice:

Croome Court, St Michaels Mount, Hardwick Hall, Nostell Priory, Rainham Hall, Quarry Bank Mill and Little Moreton Hall

IDACS – Access Consultant

Martin McConaghy MSc, MCIOB, IEC, NRAC - Access Consultant



Martin's career began as a Building Surveyor though he quickly started to specialise in accessibility and inclusive design. His career started in a Local Government setting, where he developed the access audit programme before moving in to private practice with global consultancy Atkins. He founded IDACS to offer the high calibre advice of global consultancies, with the attentive and personal touch of smaller practices. Martin is hands on with all our commissions. He is a member of the BSI committee responsible for BS8300, the UK's best practice standard, as well a member of the working group for an ISO standard on improving access to heritage sites. He is passionate about working with clients to help them understand the benefits of inclusive design and the risks associated with the Equality Act. Key projects:

French Protestant Church of London (Grade II* listed) - A full access audit in support of a City Bridge Trust grant application. Martins Audit identified circa £100K worth of accessibility improvements which were developed and implemented by Caroe Architecture.

St Paul's Cathedral, Retained Accessibility Advisor (Grade I listed) - retained Accessibility Advisor at St Paul's Cathedral. Commissions to date include a review of accessibility at a strategic level, design advice for refurbishment of the WCs and advice for the new permanent ramps and a steps at the North Transept, now completed, the biggest change to the exterior in 300 years.

Taylor's Bell Foundry, NLHF project (Grade II* listed) - Providing accessibility advice in support of a new NLHF project to develop a visitor experience at the operational bell foundry site in Loughborough. The scope includes an initial access audit and design advisory services throughout the project, all as a sub consultant to Caroe Architecture.

Manchester Town Hall, Access Audit - (Grade I listed) - specialist responsible for the access audit and recommendations for Grade I listed, Waterhouse designed Town Hall in central Manchester.

CBG CONSULTANTS – M&E Engineer

Chris Dicks CEng MIET MSLMEng (Hons), LET Diploma in Lighting – Associate Director

Chris would be lead electrical engineer. With over 20 years of experience in Electrical and Lighting Design, Chris is passionate about good building

design. Chris engages collaboratively in the design process, working alongside clients, architects, engineers and contractors. He challenges the 'tick-box' approach of applying standards and design guides, preferring to look more holistically at the client brief and potential engineering solutions.

Key Projects:

Loughborough (Taylors) Bell Foundry - National Lottery Heritage Funded project to deliver a site-wide refurbishment and a new programme of events and activities to the Grade II* Listed building.

Charterhouse, Coventry - The Historic Coventry Trust is working in partnership with Coventry City Council to restore St Anne's Charterhouse, a Grade 1 listed C14th Priory building and create a new heritage attraction set in a heritage park and complemented by new visitor facilities including a café, shop and small conference/wedding venue.

Woburn Abbey, Bedfordshire - Renovation and remodelling of the Grade I listed main Abbey building, including the vaults and grotto. Remodelling of the north courtyard to provide a new commercial kitchen, tea rooms, new entrance building with shop and visitor toilets.

Nuneaton Museum & Art Gallery - Refurbishment and remodelling of the museum. The project looks to increase capacity of the cafe, improve access into the museum and its collections, storage provision and availability of space for activities.

Henry de Lloyd BEng (Hons), MCIBSE, DipOCEA – Lead Mechanical Engineer - Associate



Henry's experience includes historic listed buildings, student accommodation, schools, education buildings, multi residential, private residential, offices & other commercial buildings. The depth of Henry's knowledge through his experiences at CBG have helped him become a key person that can deliver a well-executed project. He has also got a great appreciation for historic buildings and has worked on a variety of high valued properties where conservation has played a role. Projects:

Belton Stables, National Trust - Full M&E refurbishment of the Grade I listed building involving the ground floor restaurant, conversion of the upper floors into offices and meeting rooms. It is used as the main hub for National Trust staff.

Ruskin Mill Standard Works, Birmingham - Part funded Heritage Lottery Funded project to conserve, renovate, and refurbish the historic Grade II listed building. The project involved M&E and lighting design to provide a college, cafe, bakery, gallery & events space, and community craft studio.

Loughborough (Taylors) Bell Foundry - National Lottery Heritage Funded project to deliver a site-wide refurbishment and a new programme of events and activities to the Grade II Listed building.

Community of St Mary the Virgin Convent, Wantage - This ambitious scheme sees the remodelling and extension of the 19th century convent, founded in 1848. A new foyer, reception area, office, and six new bedrooms were provided.

5.0 Experience

5.1 St John's Archive Centre

Winner of the Cambridge City Refurbishment and Conservation Project of the Year award

Client: St John's College, Cambridge University

Construction Value: Phase 1 Infrastructure £1.2m, Phase 2 Archive Centre £2.7m



This was a project within a highly-designated context – a Grade I listed building, next to two Grade II* listed buildings, within a Conservation Area, and in a Registered Park landscape. It combined conservation, refurbishment, alterations and a new extension to the medieval Grade I listed School of Pythagoras to provide a new accessible college archive, including study and visitor facilities. The archive had a complex servicing and security brief to achieve BS 5454. The project involved a unified servicing strategy which linked four buildings with a new sustainable low energy plant and renewables. The system interlinks and mutually reinforces mechanical and electrical systems to achieve low impact, sustainability and running cost benefits for the site.

A particular feature of this project was the very careful evaluation of the existing historic building and context, using a conservation management planning methodology. A series of comprehensively tested options appraisals concluded with the proposal to effectively turn the use and approach to the building through 180 degrees to achieve the ambitious benefits. It comprised the radical re-modelling of a significant building, in this case medieval, where high design standards (and some delight) was paramount to achieving consents.

There was detailed briefing consultation with the client building committees and a series of consultations with the local planning authority, conservation department and Historic England to secure approvals. The highest standards of design

were ultimately persuasive of the benefits of this bold scheme, as will be the case with proposals for The George.

Technical challenges included elegantly integrating hidden services in this sensitive context and mastering vertical circulation. The new lift is in a very constrained location. 2D integrated design was an essential to ensure that architectural, structural and servicing work was fully co-ordinated. The project was executed on a live site that remained open to use during the construction period. Sequencing of the works, together with site logistics and vehicle movements, were carefully planned to allow the client organisation to stay in operation.

The setting of the Grade I listed buildings could hardly have been more sensitive and Caroe Architecture Ltd has been able to deliver the highest quality of design and material resolution to an exacting brief.

5.2 The Warren House, Kimbolton, Cambridgeshire with in

Winner of the Eastern Region RICS Conservation Award

Client: The Landmark Trust

Construction Value: £610k



The original timber framed building, which was largely buried in later alterations, is thought to date to around the 1630-40's and is linked to Kimbolton Castle which it overlooks from its position high up on the hill. This very fragile

Grade II listed building was in a ruinous state on the verge of collapse and on the Buildings at Risk Register. The previous owner had applied for consent to demolish the building which overlooks the great Kimbolton Castle and was a key feature of the designed historic landscape for the Dukes of Manchester. Fortunately the application to demolish was resisted and refused.

When the Landmark Trust came into ownership of the building we undertook a detailed survey to assess the effect of long term decay and movement which had occurred. We were tasked with the refurbishment of the Warren House for the Landmark Trust for holiday lettings to a very green and sustainable brief. For such a small building we developed over 12 options for how a new use for the ruin might be devised. The discussions over these options were deeply informed by historical and evidential research, including a close investigation of the physical and archaeological story of the surviving structure. This was essential for informing conservation and design, but more fundamentally was essential for establishing the true character and 'spirit' of the place.

A careful schedule of repairs was undertaken, which included the careful integration of the surviving timber frame and masonry elements to ensure greater integrity of the building for the long term. A lost extension was re-built using sustainable materials including limecrete floors, hempcrete walls and sheep's wool. The interior was carefully repaired and equipped to provide delightful holiday accommodation.

Caroe Architecture Ltd were closely involved in securing two major grants for the project, including significant HAR funding from Historic England. We were also more generally involved with community consultation and promoting the rescue of the building, through meetings and producing attractive and clearly expressed proposals which spoke to funders and the local community who were actively concerned.

We pride ourselves in the ability to re-imagine and respect historic buildings, using appropriate materials and understanding of their uses to bring them back to life, now 'One of the most successful Landmarks in the region, and has been fully booked since opening'.

The approach we took at the Warren House is greatly important for informing an approach to Hadleigh Guildhall, as it demonstrates how any new use or uses must be infused by a deep understanding of the nature and character of the place, which emerges from research and informed debate.

5.3 The Guildhall, Stratford-upon-Avon

Client: St Edwards School, Stratford-upon-Avon
Conservation & structural Engineer: Morton Partnership



Detailed structural assessment in support of HLF Bid. Subsequently appointed as part of a team to design the repairs and minimal alterations and associated supervision as required during the course of the works. The restoration included treatment of the timbers and conservation of the medieval iconography and also revealed an additional unexpected medieval painting of John the Baptist. The Guildhall was then opened to the public for the first time in April 2016. As part of the structural works Mortons designed for the installation of a new lift to allow better accessibility through the building, along with providing schedules of work for the structural repairs and interventions.



6.0 Budget Breakdown

It will be advantageous at this work stage to include all of the team, but we note that their inclusion may exceed the available budget at this stage. We have therefore proposed that the building services and access advice might be deferred to a later stage. Clearly if this could be afforded at this point it would be helpful but this might be something that could be picked up at the beginning of future work. We would be happy to discuss the risks and benefits of this with you further and would like to work with you to manage and optimise your opportunities for funding the next stage of this interesting project beyond the RIBA Stage 2 concept development.

Consultant	Cost	Notes
Architect & Lead (Conservation Accredited)	£ 24,800.00	As per CAL resources schedule
Structural Engineer	£ 2,700.00	Allowing for 1 no site inspection and then reviewing some structural options for repairs and any structural interventions for any changes. We would prepare a report to accompany this review of options along with markup of the structural interventions required. We have allowed for up to 3 days for undertaking this role and included for any expenses.
Cost Consultant	£ 2,750.00	Not incl. monthly meetings mentioned in para 2.1. If these can be carried out via teams then a budget of £200+VAT per meeting, assuming 3 hours for prep, the meeting itself and follow-up notes.
Cost Consultant	£ 600.00	Allowance for QS attendance of 3 meetings by zoom based on the above.
Fire Consultant	£ 5,600.00	Deliverables: 2 x sets of PDF marked up drawings showing periods of fire resistance and indicative travel distances and escape routes.
Heritage Consultant (Special Heritage Statement/high-level CMP)	£ 8,600.00	As per CAL resources Schedule
Heritage Consultant (HIA)	£ 2,750.00	As per CAL resources Schedule
Total team tender	£ 47,800.00	
Optional costs - desirable in green, possible/optional in blue		
M&E Engineer	£ 5,518.00	Stage 2 Design work, assuming site visit & briefing same day
Access Consultant Provisional	£ 1,400.00	Add 2 days if not able to undertake access audit in advance.
Access audit	£ 1,750.00	4.5 days at £700/days quoted for audit, but minus 2 days (if included above).
Fire Consultant	£ 1,000.00	Additional set of design mark-ups and workshop (in excess of 2 sets included in the main scope)
M&E: Renewable Energy Feasibility Assessm	£ 3,150.00	Additional energy study

7.0 Assumptions

- Measured surveys by others supplied to CAL standard Autocad layering in advance of work commencing.
- Form of contract assumed to be RIBA Professional Services Contract 2020, unamended.
- Design time will concentrate on conversion and alteration in this commission and will add-in already thorough condition survey information from previous work.
- Design consultation includes for 1 stakeholder briefing mtg and up to 2 smaller meetings, but may be combined with CMP consultation for greater efficiencies.
- We would be pleased to supply our detailed resources schedule for full transparency of time allowances, on request.
- Reporting meetings assumed to be generally on Zoom or Teams.
- Role does not include for CDM Principal Designer anticipated to be added at Stage 3.
- Monthly invoicing assumed with 14 day payment terms to allow us to pay the subconsultancy teams.

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