



SAINT
GEORGE
THE
MARTYR



St George the Martyr

*Securing the legacy – celebrating 300 years of St George the Martyr parish church,
Queen Square – meeting the needs of mind, body and soul in the heart of London*

July 2025

Lot 3: Project Management Services

Introduction to the project

Situated on Queen Square, Bloomsbury, St George the Martyr is an architecturally significant Grade II* listed church and an important part of London's Georgian and Victorian heritage. The church is associated with two significant architects, Nicholas Hawksmoor and Samuel Sanders Teulon.

The church's original structure was built in 1706 by Arthur Tooley. It was first a chapel of ease for St Andrew's, Holborn, becoming a parish church for what was emerging as an increasingly affluent London neighbourhood in 1723.

In 1719 it was enhanced, including notable works to the interior, strongly attributed to and carried out under the supervision of Nicholas Hawksmoor in his capacity as Surveyor to the Commissioners for Fifty New Churches.

In the nineteenth century, the church was substantially remodelled by Samuel Sanders Teulon in 1869 when the bell tower and frontages were added as well as a new chancel and sanctuary within the church.

After participating in the NLHF-funded Camden 4 Project (NM-21-00156) and the broader South Camden Strategic Review (NM-22-00338), the PCC is ready to deliver its vision for the future of St George the Martyr, including saving its architecturally significant Grade II* listed church. Situated on Queen Square, Bloomsbury, this important part of London's Georgian heritage is at significant risk following the partial collapse of its important Hawksmoor ceiling in 2018 and its temporary repair in 2019. The permanent restoration of the decorated ceiling will be catalyst for a wider project of renewal and public engagement, which will secure the church's future.

PCC has outlined capital development plans addressing urgent repairs to the ceiling, enhancing the public spaces, creating new facilities and widening audiences. This will be achieved during a proposed 20-month Development Phase which includes development of capital and interpretation plans, and activity and business planning.

The project will:

- Enable urgent repairs to the ceiling
- Address issues with the historic fabric identified in the condition report
- Enhance the church's facilities, enabling greater community and commercial use
- Deliver an Activity Plan to widen engagement and access, and enabling the church to develop more cultural and heritage partnership working in the area
- Implement the recommendations of an environmental audit carried out in 2024, minimising the church's environmental impact
- Develop skills and capacity to secure the church's long-term sustainability

The aims of the project are to:

- Safeguard the heritage and integrity of this historically significant church – including its important Hawksmoor ceiling – for future generations, enabling the church's removal from the Heritage at Risk Register.
- Combine the church's architectural and social heritage with 21st-century values of community, and environmental / economic sustainability to create a welcoming, active and inclusive church that engages people traditionally under-served by heritage.
- Animate the church to develop it as a resource for local residents and workforce, users of

local health institutions, as well as visitors to the area.

- Provide appropriate contemporary additions, which are sustainable and compatible with the character of the building, to accommodate more diversified uses and generate a wider range of income.
- Establish a sustainable business model.

Specifically, the project will include the following outputs:

Capital works to the church

- Restore the historically important Hawksmoor ceiling (1719) and address other issues identified in the 2024 Condition Report, enabling the church's removal from the Heritage at Risk register
- Improve facilities: refurbishing the underused vestry and basement into spaces that can be used for commercial hire and community use; additional of a 'drop-in' glazed flexible space for community and commercial use, including enabling the church to be used for music recording, creating more WC's (including with disabled access); and installing a new kitchen facility
- Remove later twentieth century elements identified as 'Detracting from the Heritage'
- Implement environmental improvements to the heating and lighting that will save 4.86t of CO2 each year

Interpretation

Develop and implement an Interpretation Plan that will draw on the architectural significance of the church (provided by Alan Baxter's Conservation Statement) and the many strands in the church's rich social and community heritage and role in Bloomsbury's history. These include the "climbing boys" (child chimney sweeps for whom the church provided relief), the church's part in the development of the medical character of the area in the 19th century including Great Ormond Street Children's Hospital (GOSH), and its role in Bloomsbury's literary heritage. The church will also reach out to local cultural and heritage partners to embed the church's heritage in Bloomsbury's wider cultural offer.

Activities to increase access, engagement, inclusion and participation

A central element of the project is to create a welcoming, active and inclusive church that engages people traditionally under-served by heritage. The church's outline Activity Plan has identified a diverse range of audiences that the project will prioritise:

- Local residents, including those in lower socio-economic groups and those with other or non-faith backgrounds (notably those in the local Muslim populations)
- Local visitors to GOSH, the National Neurology Hospital and other local healthcare institutions with wellbeing needs
- Children and families, especially those with wellbeing needs
- Local Young people 16-25, including international students that may be at risk of isolation

The outline Activity Plan proposes a range of activities to increase inclusion, access and participation across four areas: heritage, community, wellbeing and inter-faith engagement. Activities include:

- Community Heritage connectors: a group of local residents who the church will work with to develop partnerships and community engagement

- Key Stage 1 and 2 schools heritage and literacy project co-created and rolled out with local primary schools and heritage partners
- Co-creation of approaches to interpretation in the Development and Delivery phases with priority audiences
- Work with communities to develop and improve our programme of heritage activities
- Growing the church's role and presence in local cultural networks and events targeting identified priority audiences

Capacity and Sustainability

The project will enable the church to develop as an organisation, growing income from a range of sources, including through hiring its spaces, and adopting a strategic approach to individual giving. It will develop the skills and capacity of the team and volunteers and explore sharing resources with other churches and local organisations, to ensure a sustainable, well-resourced future.

Management of the project

The project team for delivering the project is shown in the attached organisational chart. The PCC is intending to award one contract for each of the lots outlined below. Consultants are welcome to tender for more than one contract.

The PCC is now seeking Project Management services to take the project from RIBA Stage 2 through to delivery. The Development Phase (to RIBA 3) is being funded by a National Lottery Heritage Fund grant, PCC funds, London Diocesan Fund, trusts and foundations and private donations. The Delivery Phase will be funded by an NLHF delivery grant and large fundraising campaign.

This appointment is for the whole project, with a break clause after the Development Phase (RIBA 3) as delivery is dependent on securing the NLHF Delivery Phase grant and reaching the fundraising goal.

Other appointments will be made separately:

- Lot 1: Architect-led Design Team
- Lot 2: Quantity Surveying Services
- Lot 4: Interpretation Planner
- Lot 5: Activity Planner
- Lot 6: Fundraising Consultant
- Lot 7: Business Plan Consultant
- Lot 8: Evaluation Consultant

The PCC of St George the Martyr is a registered charity (1134394). The PCC has 9 members who are currently drawn from the congregation and clergy of the church. The PCC meets at least six times per year, and daily operations are delegated to the Rector and Operations Director.

During the Development Phase, the PCC will introduce a Project Board which will operate as a sub-committee of the PCC. The Project Board will meet monthly and will include the Rector and two PCC members as well as a number of co-opted volunteer board members with relevant experience in the building project and heritage sectors.

The PCC will recruit and appoint a Client Project Manager (funded by the Project) to oversee the successful delivery of the Development Phase and the submission of the Delivery Phase NLHF application.

The Rector, Rev. Jamie Haith will be the Project Owner and have overall responsibility for the project. Project decision-making and change control will take place in the context of the Project Board, which will be administered by the Client Project Manager.

Scope of works

We will be carrying out works to the Grade II* listed church. Initial design up to RIBA Stage 1 Preparation and Briefing has been completed by the Church Architect Paul Travis. There are four distinct elements to the St George the Martyr capital development plans:

REPAIRS TO THE HISTORIC FABRIC OF THE BUILDING

Repairs to the ceiling: the plaster ceiling suffered a partial collapse in late 2018 and as a result the church was closed for a year while temporary repairs were undertaken. The repair has a maximum remaining life of 6 years.

Other repairs: The Condition Report identified further urgent repairs to the tower, windows and external walls.

IMPROVEMENTS TO THE CHURCH'S FACILITIES TO IMPROVE USABILITY AND BUSINESS SUSTAINABILITY

- St George's has undergone some capital interventions at the west end (aligned northwest) under previous incumbents in the last 10 years, some of which are detrimental to the Grade II* listed structure, or which have proved impractical. It is proposed to improve or remove these. We will remove of inappropriate office partitioning in the west end Gallery and conversion to lighter construction desk spaces for church use and hot desk use subject to demand. At ground floor level we will re-arrange the west end narthex area to include three WCs (including 1 accessible) and replace the kitchen facilities, making the church better equipped for larger events.
- St George's does not have the benefit of a crypt space or associated hall which would help with income generation. But there is under-used and poorly laid out space in the old vestry (currently termed 'play space' on the measured survey) and an adjoining unused basement which could be put to better use. It is proposed to renew the area and make it into more usable flexible space. This will include the removal of the steel spiral stair and replacement with a standard staircase, removal of partitioning and creation of a single room of approx. 40 sqm at Ground Floor level, installation of appropriate sound proofing and damp proofing, and adaptations to the vestry/playroom to facilitate access to the basement. External level access to the Vestry from the alleyway behind the east end of the church will be enhanced.
- Installation of a stand-alone 'drop in' glazed flexible meeting space in the nave (which can be subdivided into three if required) that will also serve as space to host some activities as well as cultural and commercial facilities. For example, this space would facilitate the use of the church for recording of classical and other music, being able to be used for portable recording studio equipment. A staircase and lift will also facilitate use of the top of the room as a mezzanine.

ENVIRONMENTAL IMPROVEMENTS:

The plans also enable the Church to commit to its journey to Net Zero by 2030 (in line with the Church of England's General Synod target). The capital works will enable the installation of the following:

- Replacement heating system with electrical based heating solution (Air to Water Source Heat Pump (AWSHP)-based system). By installing a more energy efficient and less carbon intensive equipment the works will kickstart a Low Carbon Heating strategy
- Installation of Solar Photo Voltaic (PV) panels on the roof which would allow for the generation of renewable energy on site
- New LED Lighting to reduce the amount of energy used within the church

Materials and products used in Interpretation and fit-out design will aim to minimise the environmental impact of the project, with focus on recyclability, durability, and renewability.

INTERPRETATION OF THE HERITAGE ASSET

The works will also include the introduction of comprehensive semi-permanent physical heritage interpretation into the church. The content for this interpretation will be developed during the Development Phase and as part of the Activity Plan as co-created assets alongside communities and an interpretation consultant. Consultation work has already identified existing audience needs and opportunities to build and explore the church's role at the centre of its community, as a centre for local social reform, local medical history and local literary history.

Timetable

The contract will run from August 2025 to September 2029 TBC (split between Development/Delivery). Key dates for design, mobilisation and build are provided in Table 1.

Date	Activity
December 2024 April 2025	Development Phase award from National Lottery Heritage Fund (Heritage Fund/HF) Permission to Start
July to September 2025	Tendering of professional team – Design Team, Project Manager, Fundraiser, QS, Business Planner, Evaluation, Activity Planner and Interpretation Planner.
September 2025 to March 2026	Commissioning of surveys & RIBA 2 Design (capital and interpretation) and Pre-app meeting with Camden Council
September-October 2026	Development Phase Review, HF
March 2026 to February 2027	RIBA 3 Design (capital and interpretation)
October to November 2026	Submit Planning and Listed Building Consent applications
February 2027	Submit HF Delivery Phase application
March to June 2027	HF consideration of Delivery Phase application (professional team step down/pause)
By May 2027	Planning and LBC awarded
June to August 2027	If successful, Delivery Phase award from HF & Permission to Start
August 2027 TBC	Re-appoint consultants
August 2027 – February 2028 TBC	RIBA 4a: Technical design
February to June 2028 TBC	RIBA 4b: Tendering for contractor
June 2028 to July 2029 TBC	RIBA 5: Repairs, improvements of facilities, environmental improvements, and installation of interpretation
July to September 2029 TBC	RIBA 6: Tenant fit out and handover
October 2029 TBC	St George the Martyr re-opens for general use
October 2029 TBC	RIBA 7: Start of rectification period
Table 1: Timetable for delivery of the project	

Resource specification

The Design Team Lead will be the Architect and Principal Designer reporting to the Project Manager and will be responsible for all aspects of the design and statutory approvals. The architect for the project will be a conservation accredited professional holding the RIBA Specialist Conservation Architect level or similar with a strong track record in Grade II* listed buildings. They will be familiar with the current Strategic Framework National Lottery Heritage Fund grant requirements, procedures and the Planning and Listed Building Consent application process, including any necessary formal consultation with the relevant heritage bodies. They will be committed to the application of the ICOMOS principles.

Deadline

The procurement process is managed by Counterculture LLP.

Completed tenders should be returned by 5pm on Monday the 28th of July 2025 to Chris Potts at Counterculture LLP by email to chris@counterculturellp.com. No questions will be accepted after the 11th of July.

It is the Tenderer's responsibility to ensure that they are received on time. If you would like to visit St George the Martyr, please make arrangements with Ben Towers ops@sgtm.org.

Fee

Please submit your fee proposal as set out in Appendix A form of tender. This should be split out by RIBA stage for both the Development Phase and the Delivery Phase.

There is a maximum fee allowance for the Project Manager of:

Development Phase to RIBA 3

£50,400

Delivery Phase, RIBA 4 to completion

£75,600

The above fee allowance is inclusive of all expenses, contingencies and inflation, but exclusive of VAT

Insurance

The Project Manager will hold Professional Indemnity cover set at £5M, Public Liability at £5M and Employer's Liability at £10M.

Interview date

The PCC may hold clarification meetings. These will comprise of a 10-minute presentation from the tenderer followed by a 30-minute question and answer session based on the tenderer's submission.

Tender submissions – please read carefully

The purpose of the tender response is to enable the PCC to evaluate your understanding of our requirements, the suitability of your proposed approach and experience and skills of your team. Your response should consist of the following:

1. A written response to the evaluation criteria below.

- a. Ensure your responses relate to the project brief. Do not include generic information. Any general marketing material about your company or additional appendices that have not been requested will not be considered.
 - b. If you are tendering for more than one lot, ensure each response is a separate document.
2. A priced offer in the format request.
 - a. It is the Tenderer's responsibility to ensure all fees, rates and prices quoted are correct. Tenderers will be required to hold these or withdraw their tender in the event of errors being identified after the submission of tenders.
 - b. If a Tenderer fails to provide fully for the requirements of the specification in the tender it must either absorb the costs of meeting the full requirements of the specification within its tendered price or withdraw the tender.
 - c. No tender will be considered which is late, for whatever reason nor will changes be permitted after the closing date.
 - d. All tenderers shall keep their respective Forms of Tender valid and open for acceptance by the PCC for 90 days from receipt.
3. Signatures of appropriately authorised individuals e.g. where the tender is a Limited Company, by a Director; where it is a Partnership, by two authorised partners or by an individual if they are a sole trader. Signatures can be scanned.
4. Evidence of appropriate insurances. All consultants should have Public and Professional Liability and Companies Employer's Liability if they have employees.

Evaluation criteria

Tenders will be evaluated according to the following four criteria:

1. Relevant experience. Please provide three case studies from completed projects that have been undertaken within the last 5 years. These should demonstrate the team's experience of the National Lottery Heritage Fund, working with Grade I and II* listed buildings, cathedrals and/or churches and projects of a similar size. Please ensure that your case studies reflect the scope of works, whole team's experience and if possible, how these individuals have worked together previously (30%).
2. Qualifications and experience of the proposed team including CVs. No CV must be more than four sides of A4 (30%)
3. Approach to the consultancy including details of communication with the client (20%)
4. Price (20%)

The PCC will assess Tenderers' responses according to these criteria and will award points up to the maximum shown against each heading in the Quality evaluation assessment table below. Failure to achieve a rating of satisfactory (i.e. a minimum unweighted score of 3 or above) in any one or more categories may result in the bid being disqualified at the PCC's discretion.

Assessment Criteria	Score
Unacceptable: either no answer is provided, or the answer fails to demonstrate that any of the PCC's key requirements in the area being measured will be delivered.	0
Poor: fails to demonstrate how the PCC's basic requirements in the area being measured will be addressed, giving rise to serious concerns that acceptable outcomes would not be delivered against the project brief.	1
Weak: barely demonstrates how the PCC's basic requirements in the area being measured will be addressed, giving rise to concerns whether acceptable outcomes would be delivered against the project brief.	2
Satisfactory: demonstrates how the PCC's basic requirements in the area being measured will be addressed so as to deliver acceptable outcomes against the project brief.	3
Good: demonstrates how most of the PCC's requirements in the area being measured will be addressed so as to deliver good outcomes against the project brief.	4
Excellent: demonstrates clearly how all of the PCC's requirements in the area being measured will be fully addressed so as to deliver excellent outcomes against the project brief.	5

The tenderer who submits the lowest overall price will receive the full score of 20% available for the financial evaluation. Remaining bids will be awarded a score proportionate to the lowest priced bid according to the following formula:

$$\text{Score} = (\text{lowest bid received} / \text{bid price}) \times 20$$

Abnormally low or high bids distort evaluation of tenders and where the PCC feels that a bid falls into one of these categories the tender will be asked to explain or clarify their bid. This includes the discounting of daily rates.

Preparation of Tender

Tenderers are responsible for obtaining all information necessary for the preparation of their response; and all costs, expenses and liabilities incurred in connection with the preparation and submission of the Tender and attending any interviews will be borne by the Tenderer.

The Tenderer is expected to have carried out all research, investigations and enquiries which can reasonably be carried out and to have satisfied itself as to the nature, extent, and character of the requirements of the Contract (in the context of and as it is described in the Specification), the extent of the materials and equipment which may be required and any other matter which may affect its Form of Tender.

Tenderers may seek clarification on any of the points contained in the tender documents at any time **prior to seven working days** before the date for receipt of tenders. This will allow time for the PCC to prepare a response to all tenderers by five days before the tender deadline and for all tenderers to incorporate the clarification prior to the tender deadline.

Non-consideration of Form of Tender

The PCC reserve the right not to award the contract to the highest scoring, lowest priced or to any tenderer; and reserve also the right to accept any of the same in whole or in part. The PCC may also refrain from considering any Form of Tender if it is not in accordance with the Form and Conditions of Tender, or the Tenderer does not provide all of the information required or attempts to make variation or alterations to the Form of Tender, Conditions of Contract or the Specification.

Tenderer's Warranties

In submitting a Tender, the Tenderer warrants that:

1. It has not done any of the acts in the Non-Consideration of Form or Tender,
2. all information provided is true, complete and accurate in all respects including details of previous projects being presented as examples,
3. it has full power and authority to enter into the Contract,
4. it is of sound financial standing, and
5. its partners, directors and employees are not aware of any circumstances that may adversely affect such financial standing in the future.

Confidentiality

The Form of Tender, the Conditions of Contract, the Specification, and all other documentation or information issued by the PCC relating to the Tender shall be treated by the Tenderer as private and confidential for use only in connection with the Tender and any resulting contract and shall not be disclosed in whole or in part to any third party without the prior written consent of the PCC. The documents which constitute the project, and all copies thereof are and shall remain the property of the PCC (whether or not the PCC shall have charged a fee for the supply of such documents) and must not be copied or reproduced in whole or in part and must be returned to the PCC upon their request.

All information provided by tenderers as part of a tender return will be treated as confidential.

Freedom of Information

Information in relation to this tender may be made available on demand in accordance with the requirements of the Freedom of Information Act 2000. Tenderers should state if any information supplied by them is confidential or commercially sensitive or should not be disclosed in response to a request for information under the Act and should state why they consider the information to be confidential or commercially sensitive. This will not guarantee that the information will not be disclosed but will be examined in the list of the exemptions provided in the Act.

APPENDIX A: Form of Tender

Please complete this form and include it with your responses to the questions above.

Project: Securing the legacy – celebrating 300 years of St George the Martyr parish church, Queen Square –meeting the needs of mind, body and soul in the heart of London

Professional Service: Project Management services

Name of Tenderer:

I/We, the undersigned, do hereby offer to execute and complete the above-mentioned professional services in strict accordance with the Schedule of Services for the following lump sum fee:

£ ____ plus VAT for the Development Phase (RIBA Stage 2/3)

£ ____ plus VAT for the Delivery Phase (RIBA Stage 4 to completion)

Confirm figure in words: _____ plus VAT

Resources

Please state the number of days and day rates intended for the Delivery and Development phases in the table below:

	Development Phase		Delivery Phase	
Team	Day Rate £	No. of days	Day Rate £	No. of days
Director/ Partner				
Senior Consultant				
Consultant				
Other – specify				

The above day rates will be utilised to negotiate any additional works that may be required if deemed to be beyond the reasonable scope of the works specified. All day rates are to be based on a 7.5-hour day and are to include allowance for disbursements.

Expenses and Disbursements

The fee offer is to include all expenses and disbursements (including printing charges).

Offer Period

This tender/ offer is to remain open for a period of 90 days from the date fixed to the return of tenders.

Dated this _____ day of _____ 20__

	Tenderer to provide responses. Some are pass/ fail
Name of firm or company	
Postal address	
Registered address (if applicable)	
Company number (if applicable)	
Please indicate if you are: a sole trader, partnership, Public or Private Limited Company or other type of organisation	
Main contact	
Contact telephone number	
Contact email address	
Please indicate your level of Employer's Liability Insurance, the policy number and expiry date ¹	
Please indicate your level of Public Indemnity Insurance, the policy number and expiry date	
Please indicate your level of Professional Indemnity Insurance, the policy number and expiry date	
Signature of authorised person	
Name of authorised person	
Capacity in which signed	

¹ If you do not have any of these insurances, please indicate if you will purchase them if awarded the contract. If they are not applicable e.g. you are not an employer, please indicate this.

APPENDIX B: Scope of Services – Project Manager

The Project Manager will help procure and lead a Project Team to deliver the project to determined costs and timescales while complying with all the requirements of the National Lottery Heritage Fund. Responsibilities throughout the contract are:

- Attend Client, Project, Construction and other meetings as provided under this Appointment.
- Review the structure and procedure for the Project, and other meetings including frequency, function, required attendees, chairperson and responsibility for recording of meetings and circulating reports and other information. Make changes with the Chair of the Project Board as appropriate.
- Convene and chair the Project Team meetings.
- Prepare and maintain an up-to-date Project Execution Plan, including the roles and responsibilities of the Client, the Professional Team, the Contractor and specialist sub-contractors and suppliers.
- Issue instructions to the Professional Team in accordance with the terms of their Appointments.
- Liaise with the Professional Team and establish structures and procedures for programme management, cost management and quality management to include design, procurement, construction and activities. Monitor actuals against planned progress.
- Agree Project review, approval, variation and reporting and recording procedures with the Client and the Professional Team. Implement agreed procedures.
- Liaise with the Professional Team and prepare regular/monthly quality, progress and cost reports. Advise the Client of any decisions required and obtain authorisation.
- Check applications for payment from the Professional Team. Recommend payments to the Client.
- Obtain authorisation from the Client for additional costs where the limit of authority is exceeded.
- Check other invoices related to the Project. Recommend payments to be made by the Client.
- In liaison with the QS arrange for the preparation and maintenance of cash flow forecasts and other statements monitoring expenditure on the Project.
- Act as a champion for the project, communicating its vision to all those involved in its design and delivery and holding everyone involved to account for delivering the project vision and aims, within the constraints of programme and budget and in line with the PCC's overall vision, values and purpose.
- Operate a risk management process based on a comprehensive risk register to identify, analyse and respond to project risks. Notify the key client contact of any additional risks or non-conformance with the mitigating actions.
- Provide a written report on progress to the PCC on a monthly basis (format to be agreed but to cover all aspects of the National Lottery Heritage Fund project).
- Attend quarterly National Lottery Heritage Fund monitoring meetings and coordinate the progress reports for the same.
- Obtain PCC approval for any changes to the brief, budget, programme or scope raised by the project teams. Manage change control requests within the project team and provide change reports to the Client and assist with reporting to the National Lottery Heritage Fund.
- Assist the Client in drawing up the communication strategy for the project.
- Ensure all work, files, important documents and full records are maintained and kept

securely and are up to date and ready to hand over to the PCC at any time.

- Ensure all components of the project, including the heritage activities, capital works, and management and maintenance plan, are fully coordinated and consistent, so that the project is brought together as a whole with all facets complementing one another.
- Maintain up to date the following documents:
 - Project Execution Plan
 - Health and Safety Strategy
 - Stage Design Programme
 - Construction Strategy and Plan
 - Sustainability Strategy
 - Prepare Project Closeout Report
 - Manage Tasks listed in the Handover Strategy

Additionally, specific responsibilities in particular stages include:

RIBA 2/3/4a

- Lead on confirming the appointment for professional consultants in the Development Phase in collaboration with the Architect.
- Take up the necessary references for each appointment and write the Tender Reports for submission to the PCC and National Lottery Heritage Fund.
- Produce and maintain a detailed project Delivery Plan/ Project Gantt Chart. Operate a risk management process based on a comprehensive risk register to identify, analyse and respond to project risks.
- Advise on tendering and contractual procurement options. Prepare recommendations for the PCC's approval.
- Ensure all members of the Project team are aware of the tasks and responsibilities attributed to them. Maintain regular contact with all team members to ensure that any issues are identified with minimum delay and appropriate corrective action is taken where necessary.
- Take part in the Evaluation of the Development Phase.

RIBA Stage 4b Technical Design

- Advise on suitable tenderers for the Building Contract. Prepare recommendations for the Client's approval.
- Work with the QS to support the contractor procurement process and secure NLHF approval to appoint the preferred contractor.
- Advise on contract conditions and support the preparation of contract documents, including apprenticeship provisions. Advise on the tenderer's design and construction programmes and method statements.
- Attend pre- and post-tender interviews and prepare a tender report. Prepare recommendations for the Client's approval.
- Conduct negotiations with tenderers. Agree with the Client adjustments to the tender sum. Prepare recommendations for the Client's approval.
- Monitor and report to the Client on the procurement process.
- Prepare a pre-construction report summarising the Project design, cost, programme and risk register.
- Liaise with the Chair of the Project Board and advise on methods of progressing design

and/or construction works prior to the execution of the Building Contract.

- Obtain confirmation that required insurances are in place prior to commencement of works on the Site.
- Procure any investigation and enabling works contracts required before the performance of the Building Contract.

RIBA Stage 5 Construction

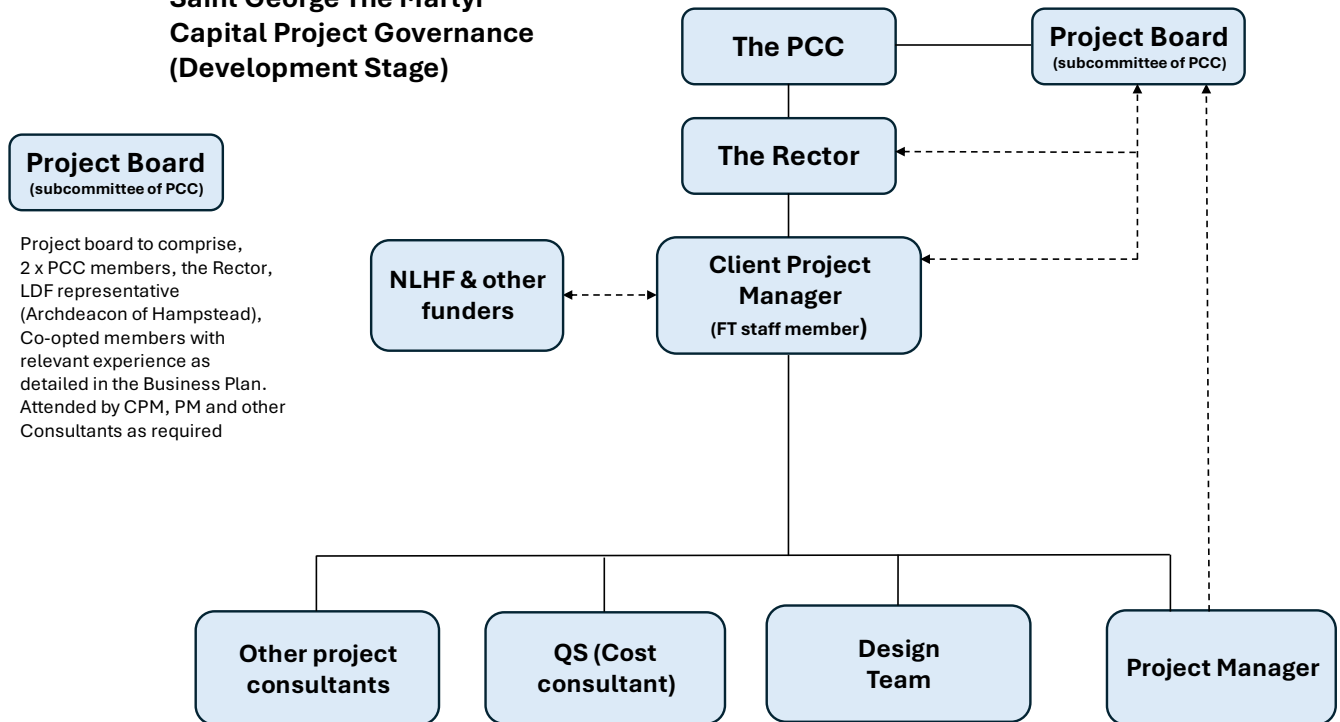
- Agree approvals required under the Building Contract.
- Lead on the delivery of the Construction Phase activities including overseeing all placements, supporting Project Management Placements and public engagement activities.
- Work with the interpretation consultant to ensure the interpretation is installed on time and to budget.
- Undertake regular Site inspections. Obtain progress and quality reports from site staff representing the Contractor.
- Agree all test certificates and statutory and non-statutory approvals required. Prepare recommendations for the Client's approval.

RIBA Stage 6 Handover and Close Out

- Liaise with the Contractor to oversee preparation and maintenance of a defects administration plan, or similar management tool, to identify the roles and responsibilities of the Client and the Contractor.
- Facilitate agreement to the final account or similar financial statement from the parties to the Building Contract. For the purposes of this clause the final account or similar financial statement excludes the assessment of loss and expense claims.
- Advise on the recovery of liquidated and ascertained damages.
- Support the development of project Case Studies and contribute to the end of project Conference.
- Support the Delivery Phase Evaluation.

APPENDIX C: Organisation Charts

Saint George The Martyr Capital Project Governance (Development Stage)



Saint George The Martyr Capital Project Governance (Delivery Stage)

