

# CABINET

Agenda Item: 10

**Ward:** Wells Central

**Portfolio:** Finance, Governance and Corporate Services

**Report Author(s):** Portfolio Holder for Finance, Governance and Corporate Services

**Meeting Date:** 10 Apr 2017

**SUBJECT: Wells Recreation Ground Trust – Engagement of a Project Development Manager for Stage 1**

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	Seen by:	Name	Date
<b>Report Sign off</b>	Deputy Chief Executive	Donna Nolan	27/03/17
	Legal	Alex Kershaw-Moore	28/03/17
	Finance	Duncan Moss	28/03/17
	Group Manager	Sara Skirton	27/03/17
	Portfolio Holder	John Parham	
<b>Summary:</b>	<p>This report updates Members on engaging a Project Development Manager (PDM) for the Wells Recreation Ground Trust (WRGT) and recommends endorsement of the successful candidate.</p> <p>The PDM will be engaged to deliver the Stage 1 tasks of the Project to improve the Bishop's Barn and Wells Recreation Ground. These tasks are the preparation and submission of an application to the Heritage Lottery Fund seeking development funding for the Bishop's Barn improvement project and also preparing a masterplan for the site. Both tasks require significant stakeholder engagement and wider public consultation.</p>		
<b>Recommendation:</b>	<p>That Cabinet endorse the WRGT's recommendation to engage the highest scoring candidate as Project Development Manager to carry out the Stage 1 tasks.</p>		
<b>Direct and/or indirect impact on service delivery to our customers and communities:</b>	<p>Under the new financial model, the WRGT will continue to provide recreational facilities for the people of Wells in furtherance of its charitable objectives.</p> <p>The ambition is to carry out a range of improvements to the Trust's assets and so enhance the offer to customers and communities.</p>		
<b>Contribution to Corporate Priorities:</b>	<p>This contributes towards improving the health and wellbeing of the residents and communities of Mendip.</p>		

<p><b>Legal Implications:</b></p>	<p>In December 2016, Cabinet and Full Council endorsed the recommendations of the Christina Dixon Consulting Report. This established the way forward for the WRGT in terms of the business and governance models.</p> <p>The Trust has previously agreed to progress a larger Bishop's Barn improvement scheme and to explore opportunities for the Wells Recreation Ground. In accordance with the Constitution, the decision of the Trust to engage a PDM needs to be ratified by Cabinet.</p> <p>There will be a contractual arrangement between WRGT and the successful candidate which will be managed, on behalf of the Trust, by officers from the Council.</p>
<p><b>Financial Implications:</b></p>	<p>By engaging a PDM this will provide specialist resource to enable a Development Grant application to be prepared and submitted to the Heritage Lottery Fund for a larger barn improvement scheme.</p> <p>The WRGT Committee has agreed a budget of up to £7,000 to pay for the PDM role, as set out in this report.</p> <p>It is anticipated that any further PDM input would be funded through any development funding secured from the Heritage Lottery Fund or other funders.</p>
<p><b>Impact on Service Plans:</b></p>	<p>The Project will be reflected in relevant service plans, especially in Corporate and Neighbourhood Services.</p>
<p><b>Value for Money:</b></p>	<p>A competitive tender process was entered into and all tenders were consistently scored against a matrix framework. Tenders were assessed on the basis of price/resources/value for money (50%) and relevant experience/quality (50%).</p>
<p><b>Equalities Implications:</b></p>	<p>Part of the interview process included how applicants would maximise community engagement in the preparation of a planned approach for the site and how they would work in partnership with community organisations involved in the project.</p>
<p><b>Risk Assessment and Adverse Impact on Corporate Actions:</b></p>	<p>The contract is for the Stage 1 tasks only.</p> <p>Progression to later stages is dependent upon funding being secured and future PDM input will be subject to open competition.</p>
<p><b>Scrutiny Recommendation (if any)</b></p>	<p>N/A</p>

## **INTRODUCTION**

This report updates Members on engaging a Project Development Manager (PDM) for the Wells Recreation Ground Trust (WRGT) and recommends endorsement of the successful candidate.

The PDM will be engaged to deliver the Stage 1 tasks of the Project to improve the Bishop's Barn and Wells Recreation Ground. These tasks are the preparation and submission of an application to the Heritage Lottery Fund seeking development funding for the Bishop's Barn improvement project and also preparing a masterplan for the site. Both tasks require significant stakeholder engagement and wider public consultation.

## **BACKGROUND**

In December 2016, Cabinet and Full Council endorsed the recommendations of the Christina Dixon Consulting Report. This report established the way forward for the WRGT in terms of the business and governance models. It was specifically recommended the appointment of a PDM to lead and co-ordinate funding applications.

Regards the PDM appointment, delegated authority was given by Cabinet for:

"The Group Manager for Corporate Services, in consultation with the Chair of the WRGT Committee, the Portfolio Holder for Finance, Governance and Corporate Services and relevant heritage conservation officers to undertake preliminary steps for recruiting a Project Development Manager; with the appointment of the Project Development Manager being endorsed by Cabinet at a later date."

## **BID PROCESS**

A PDM Brief and Invitation to Tender was issued seeking specialist expertise to progress Stage 1 tasks (see section below detailing Stage 1 tasks).

Three candidates were short-listed for interview. The successful applicant would be the one with the highest score.

The interview comprised of a 10-minute presentation in which candidates were asked to explain their proposed approach to the project, followed by a short interview. An interview matrix was agreed beforehand detailing the questions to be asked of each candidate and the maximum points available for each question. This ensured a standard approach to each candidate.

See Appendix A for the Project Development Manager Brief and Invitation to Tender.

## **OUTCOME**

The maximum score available was 100, of which price/resources/value for money (50 points) and relevant experience/quality (50 points).

The scores awarded were as follows:

Applicant A	81.2
Applicant B	63.8
Applicant C	87.9

The highest scoring applicant (C) is a freelance consultant with twelve years' experience in raising funds (including the Heritage Lottery Fund), managing and designing a complex portfolio of projects, leading and developing organisations, delivering and promoting community projects and initiatives, and building strategic partnerships.

## **PDM TASKS AND TIMELINE**

The Stage 1 tasks are:

- **First Round Application to the Heritage Lottery Fund.** To prepare and submit an application requesting a development grant for a larger barn improvement scheme. It is anticipated that HLF will be the major funder with match funding from other grant sources and a Trust contribution of at least 5%.
- **Masterplan for whole site.** This should cover the Wells Recreation Ground, including the Bishop's Barn and explore opportunities for enhancing the landscaping and the recreational offer.
- **Stakeholder engagement and public consultation.** A draft Marketing and Communication Plan has been produced and this forms the basis of maximising input from a range of stakeholders and the wider community.

It is envisaged that in order to complete Stage 1, the PDM will require approximately 25 days over 6 months. If Cabinet confirms the appointment, then a consultancy services contract will be entered into between WRGT and the appointed PDM to govern the relationship between the two and ensure that proper monitoring of progress takes place.

WRGT's aim is to complete Stage 1 during 2017 and it is hoped the application for development funding will be submitted to the Heritage Lottery Fund in the latter part of 2017.

## **RECOMMENDATIONS**

That Cabinet endorse the WRGT's recommendation to engage the highest scoring candidate as Project Development Manager to carry out the Stage 1 tasks.

## **REASONS FOR RECOMMENDATIONS**

To ensure the progression of improvement plans for the Bishop's Barn and Wells Recreation Ground, as set out in the Christina Dixon Consulting Report 2016.

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### **List of background Papers:**

Appendix A: Project Development Manager Brief and Invitation to Tender

## **Appendix A:**

### **PROJECT DEVELOPMENT MANAGER BRIEF AND INVITATION TO TENDER**

1. Description of the Project
2. The Brief
3. Outline of Work
4. Fee
5. Guidance
6. Timeframe and Process
7. Application and Contacts
8. Additional information and Explanatory Notes

#### **1. Description to the Improvement Project:**

##### **1.1 Introduction:**

Wells Recreation Ground Trust (“WRGT”) wishes to engage an appropriately qualified and experienced Project Development Manager (“PDM”) to assist with an exciting heritage project (“the Project”) to enhance the Bishop’s Barn and Recreation Ground. This engagement could either be a self-employed professional or a project management company.

The WRGT is a registered charity and Mendip District Council (the “Council”) is the sole trustee.

The Wells Recreation Ground and Bishop’s Barn are at the heart of the community and were a gift by Bishop Hervey to the people of Wells to celebrate the silver jubilee of Queen Victoria in 1887.

The entire site including the barn is approximately 2.5 acres / 1 hectare in size and is located on edge of the historic centre of the city.

The barn itself dates to the early fifteenth century and is both a Grade I listed building (ID 483576) and a scheduled ancient monument (reference 1383158). It was built as a Great Barn for the threshing and storage of grain. The barn needs to find a modern/flexible/viable future role/function and it has been agreed to progress a barn enhancement scheme that puts the conservation needs of the barn at the heart of any proposals.

The barn sits on a public open space known as the Wells Recreation Ground.

##### **1.2 Our ambitions:**

The Trust has adopted a logical approach to achieving its objectives and during the past four years has sought advice on the improvement options for the building and land, and also to identify the best financial and governance models for the Trust.

During 2016, the bandstand was maintained and a new play area installed. In early 2017, Somerset Building Preservation Trust is project managing a number of minor repairs and enhancements to the barn to help increase use in the short-term.

WRGT has been working closely with English Heritage and has been in correspondence with the regional Heritage Lottery Fund team in Exeter. The intention is to make an application to the Heritage Lottery Fund (“HLF”) for support to improve the Bishop’s Barn.

Our ambitions are to:

- Deliver a holistic barn improvement scheme for the Bishop’s Barn that addresses the conservation needs of the building and delivers a multi-functional venue and community resource.
- Explore and deliver opportunities to enhance the recreation ground.
- Develop a full Marketing and Communications Plan to encourage more people to benefit from, be involved in, to learn about and to enjoy Wells’ heritage through the Bishop’s Barn and recreation ground.

In particular, we see the Project:

- Involving the public in community engagement and activity planning.
- Seeking to develop the site as a **family orientated destination**.
- Involving **young people** in creating the opportunities for public participation and linking with organisations that support young people.
- Encouraging older local residents to be involved and contributing to positive living and **an improved quality of life for older people**.

## **2. The Brief:**

In 2011-12, Benjamin + Beauchamp were commissioned to undertake an Options Appraisal and this recommended that a holistic barn improvement scheme be progressed. This recommendation was based on having a heated barn that could be used year-round. This finding was subsequently endorsed by the Christina Dixon Consulting report in 2016 which identified and tested the preferred financial model for the Trust going forward.

### **Info at**

<http://www.mendip.gov.uk/article/4791/Wells-Recreation-Ground-Trust---Forward-Plans>

The purpose of the PDM role is to lead and co-ordinate all funding applications for improving both the Bishop’s barn and recreation ground.

The larger Bishop’s Barn scheme should resolve the conservation needs of the building and deliver an improvement programme that will enable the building to become a viable year-round multi-use community venue.

This project is adopting the three stage process used by HLF.

- Stage 1: First Round Application.** Prepare and submit an application requesting a development grant from the HLF.
- Stage 2: Development Phase.** Work up the detailed Second Round Application. HLF normally allow up to two years for this phase.
- Stage 3: Delivery Phase.** Deliver the barn improvement capital scheme.

### **Further info at:**

<https://www.hlf.org.uk/looking-funding/our-grant-programmes/heritage-grants>

## **3. Outline of Stage 1 Work**

**3.1** This contract is for Stage 1 only.

The Stage 1 tasks are:

- **First Round Application to the Heritage Lottery Fund.** To prepare and submit an application requesting a development grant for a larger barn improvement scheme. It is anticipated that HLF will be the major funder with match funding from other grant sources and a Trust contribution of at least 5%.
- **Masterplan for whole site.** This should cover the Wells Recreation Ground, including the Bishop's Barn and explore opportunities for enhancing the landscaping and the recreational offer.
- **Stakeholder engagement and public consultation.** A draft Marketing and Communication Plan has been produced and this forms the basis of maximising input from a range of stakeholders and the wider community.

**3.2** The PDM will be the principle point of contact between the Trust and other parties, such as key stakeholders, specialist consultants, service providers and grant funders.

**3.3** As part of this role, the PDM will undertake the following tasks:

- In developing a planned approach for improvements to the recreation ground and Bishop's Barn, the masterplan in project management terms is:
  - ❖ Delivered through consultation with the community and other stakeholders.
  - ❖ Maximises community engagement
  - ❖ Maximises public access and usage within the development period
  - ❖ Minimises risk for the project as a whole.
- Reviewing WRGT documents and background information, as required.
- Leading on all aspects of exploring potential funding sources/packages.
- Work with the WRGT in the preparation of funding applications.
- With support from the Council and Wells City Council, identify funding opportunities for the recreation ground and identify potential community partners who can lead these funding applications, as required.
- Working in partnership with community organisations involved in the project.
- Supporting the expansion of the Barn's activities programme and building community input.
- Preparing project evaluation systems, if and when required.
- Supporting the WRGT by:
  - ❖ Advising on and supporting all aspects of Stage 1 development and delivery.
  - ❖ Ensuring the Project meets and complements WRGT's strategic aims and values.
  - ❖ Building on the work completed to date to ensure best value.
  - ❖ Ensuring excellent liaison with potential funders and key stakeholders.
  - ❖ Advising on a suitable contribution from WRGT itself as part of the match funding.
  - ❖ Assisting in preparing any launch/opening event(s).

### **3.2 Person specification:**

The following are **essential**:

- Experience of heritage and community engagement projects.
- Experience of project planning.
- Experience of writing HLF and other grant applications.
- Excellent communication and interpersonal skills.
- Ability to attend frequent site visits to the Wells Recreation Ground, or be based in the Council offices.

The following would be **desirable**:

- Knowledge of working in the charitable / third sector.
- Degree-level education, with postgraduate qualifications in heritage management or a related field.
- It would be beneficial if the PDM was familiar with working on HLF funded projects.
- Understanding of *Space for Learning* and the generic learning and social outcomes (GLOs, GSOs) which HLF recognises in the evaluation of projects

**Information at:** <https://www.hlf.org.uk/about-us/news-features/inspired-learning>

#### **4. Stage 1 Fees and Timescales:**

The appointment is made on a freelance contract basis.

It is envisaged that Stage 1 will be approximately 25 days over 6 months.

Stage 1 should be completed during 2017 and the aim is for a Stage 1 application to be submitted to HLF in latter 2017.

The contract beyond Stage 1 will be subject to open competition and be dependent upon grant funding being secured.

#### **5. Terms of Engagement**

The contract is being let by the Council on behalf of WRGT.

The post holder will report to the WRGT Committee on the Project.

On a day-to-day basis, the main contact will be the Lead Officer.

The post holder will perform the service under the terms of the contract, with a high standard of skill, care and diligence as practiced by professional persons and consulting firms performing services of a similar nature. In addition, and having due regard to the client's commitment to deliver and operate a high quality heritage project, the appointee shall give particular attention to, and is required to achieve, a high standard of quality in every aspect of the consultancy service.

#### **6. Guidance:**

- The Council will act on behalf of the WRGT and provide the Contractor with the contacts for the respective strands of work and contact details for the Lead Officer.
- Fees for the Contractor will be paid in instalments, with a percentage on signing and staged payments thereafter.
- Upon selection, an inception meeting will be arranged to agree terms and milestones between the Contractor with the Council's Lead Officer, WRGT and others to be agreed.
- The role will be home-based, however frequent attendance at the Council's offices for liaison with colleagues is anticipated. Access to a work station will be provided at the Council's offices in Shepton Mallet, as and when required.
- The role will involve minimal travel, though occasional meetings (e.g. possibly at HLF at their regional offices) may be required.
- Further details will be provided in a formal letter of agreement / contract with the Council.

## **6. Tender Requirements**

You are invited to tender for this work.

### **Key dates:**

- Tender responses to be submitted by email to Jane Sharp ( [jane.sharp@mendip.gov.uk](mailto:jane.sharp@mendip.gov.uk) ) by 16.00 on **Thursday 23 February 2017**
- Meeting between potential contactor(s) and WRGT will be in **w/c 27 February 2017**
- Endorsement of appointment by the WRGT Committee in **w/c 6 March 2017**
- Endorsement of appointment by Cabinet on **Monday 13 March 2017**
- Start date provisionally scheduled for **Late March / April 2017**

### **Format of Tender:**

Please submit a copy of your CV(s) together with a short supporting statement giving relevant examples of working with cultural heritage partners and funding bodies.

The short statement should address the following points:

- What is the Contractor's interest in applying to undertake this particular work
- How the Contractor may provide best value for the client (WRGT)

Please also provide the following information in the tender:

- Provision of contact details of two recent employers or clients either in the form of written advice from clients or details of clients who may be approached
- A schedule of time charges for principal consultants (and assistants if any).
- A schedule of disbursements.
- General company or personal information including:
  - Evidence of public liability and professional indemnity insurance, both to a minimum value of £1 million (i.e. name of insurer, reference number or copy of certificate)
  - HMRC Self-Employed unique tax reference number (UTR)
  - VAT registration number (if applicable).

### **Tenders will be assessed on the basis of:**

Price/resources/ value for money	50%
Relevant experience/quality	50%
Understanding of the commission and assessment of the key issues.	
Performance and achievement reviews at project milestones	

### **Presentation and Interview**

A presentation to the Trust and an interview will form part of the assessment process.

### **Budget**

The budget for this work includes all expenses and travel disbursements.

All prices to be quoted exclusive of VAT.

## **7 Any Questions?**

Please email your questions to Jane Sharp ( [jane.sharp@mendip.gov.uk](mailto:jane.sharp@mendip.gov.uk)) or phone 01749 341657.

## **8. Additional Information (see link at para 2 above)**

- **Bishop's Barn and Recreation Ground Options Appraisal (Benjamin and Beauchamp Architects, 2014) includes an archaeological assessment.**
- **Bishop's Barn and Recreation Ground Business Model (Christina Dixon Consulting, 2016) includes the recommendations going forward.**

Jane Sharp, Shape Mendip Project and Improvement Officer

On behalf of Wells Recreation Ground Trust

23 January 2017