



## Kala Sangam Arts Centre (KSAC), Bradford – Redevelopment Project

# KS Capital Project Manager

## INVITATION to TENDER

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## 1. The Opportunity

Kala Sangam ('The Client') is seeking an experienced Client-side Project Manager, from January 2024, to oversee and coordinate the work of an already appointed Design Team, Contractor and other Project Team members on the construction phase of a strategically significant Heritage Lottery Fund and Arts Council England-funded Capital development project.

The successful candidate will join the project just prior to the anticipated exchange of contracts with the Main Contractor (at the culmination of a Two Stage tender) and the commencement of works on site (February 2024).

The offer will be made to the successful candidate subject to the award decision for Heritage Fund Delivery Phase funding (Nov 2023) and subsequent Permission to Start from principal funders (anticipated Dec 2023).

## 2. Contract Details

<b>Job Title</b>	Kala Sangam Capital Project Manager.
<b>Contract</b>	Fixed-term, fixed-fee freelance consultancy appointment.
<b>Fees</b>	A fixed fee will be offered, to a maximum of £65,000 (inclusive of all on-costs and expenses) +VAT. Fees will be paid in arrears, on receipt of appropriate invoices, at a cadence to be agreed upon with the successful candidate.
<b>Hours</b>	The successful candidate is expected to manage their own time to effectively fulfil responsibilities; flexible working hours are to be expected in meeting the variable cadence of capital works. Alongside an anticipated level of remote-working and virtual meetings, the successful candidate will be expected to make regular in-person visits to both the project site and to Kala Sangam's temporary offices, for meetings and in fulfilment of other responsibilities.
<b>Period</b>	This is a fixed-term engagement. <i>Start:</i> anticipated Tue 02 January 2024 (to be confirmed, subject to successful award of Heritage Funding and Permission to Start from principal funders). <i>End:</i> TBC – the programme anticipates handover/completion by April 2025; there would be an expected tail on this, for the appointed candidate, to allow for end-of-project tasks/reporting (to be negotiated); a project end date is also subject to the confirmed start date and any programme slippage.
<b>Locations</b>	a) St Peter's House, 1 Forster Square, Bradford, BD1 4TY (project site). b) Kala Sangam temporary offices (location TBC; expected within walking distance of project site).
<b>Reporting to</b>	Kala Sangam Head of Finance.
<b>Responsibilities</b>	See section 6: Specification of Services.

### **3. Background**

#### **3.1. Kala Sangam Arts Centre**

Kala Sangam is an intercultural Arts Centre, specialising in South Asian arts and culture, which aims to reflect the diversity of contemporary Britain through the work we present, the artists we support and the communities we engage.

Based in Bradford City Centre, KSAC is a Grade II Listed building and Bradford's old GPO. Its redevelopment will be a key capital milestone of Bradford's UK City of Culture delivery in 2025, removing physical barriers and opening access throughout the building for all.

The organisation is a registered charity and an Arts Council England (ACE) National Portfolio Organisation (NPO). We present two seasons of diverse performances annually, engage children and adults through a range of classes, workshops and schools' activities, and deliver a year-round programme of artist development and support. Our outreach activities extend regionally and nationally.

Kala Sangam hosts work not seen on other stages in the North and a range of activities unique to Bradford. The organisation plays a national role in the development of dance and is the only venue in the North prioritising support for South Asian arts.

#### **3.2. Strategic Context**

It is an exciting time for Bradford District.

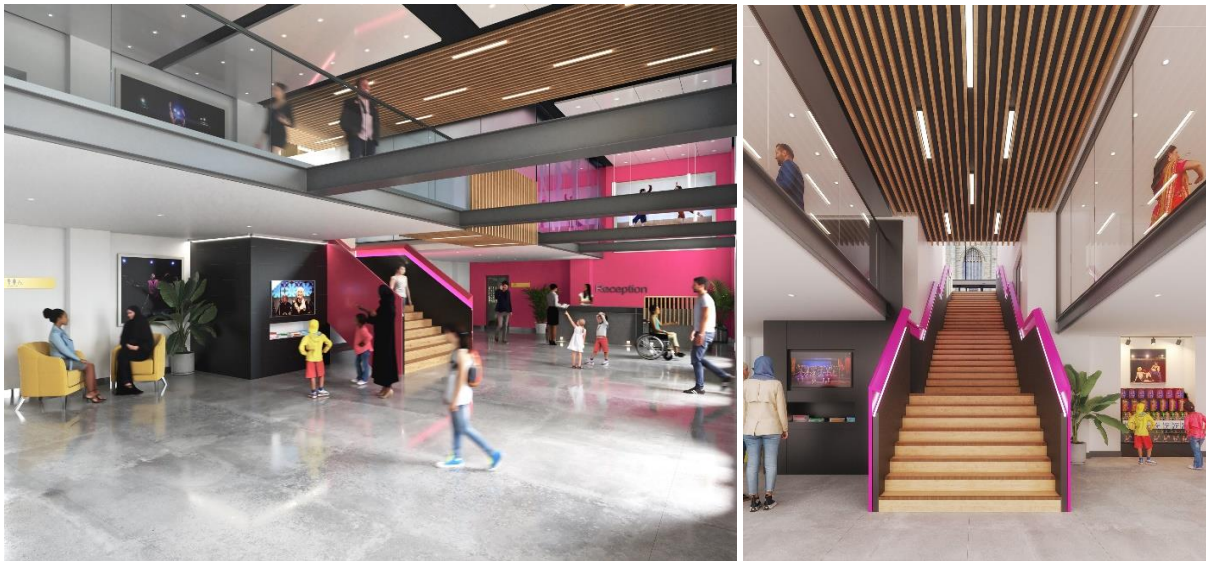
Driven by a Council that has placed Arts, Culture and Heritage central to plans for growth, economic recovery post-Covid and social integration, Bradford stands on the edge of a cultural awakening, ready to welcome the world as the UK City of Culture in 2025.

As the district looks to increase its cultural capacity to deliver City of Culture, Kala Sangam is embarking on a large-scale Capital redevelopment of its Grade II building – to remove physical barriers and to open access throughout this heritage space for all.

To build capacity and create lasting change across the district, Kala Sangam will also use this period of redevelopment to establish an innovative, sustainable, locally relevant network of arts Hubs. A two-year programme of arts and heritage activity will be co-designed with communities surrounding KS and at three other Hub sites (Keighley Creative, South Square Centre and The Rockwell Centre).

Funding will also support the creation of an Archive that celebrates and collects the stories, memories and journeys of the people whose lives have been connected and transformed through St Peter's House, and the 30-year heritage-artform delivery of Kala Sangam itself.

## 4. The Project



### 4.1. Scope

Kala Sangam is proposing to reconfigure and refurbish the existing Arts Centre at St Peter’s House, 1 Forster Square, Bradford, BD1 4TY. The site is located within Bradford City Centre, between Bradford Cathedral and The Broadway Shopping Centre.

Works comprise remodelling and refurbishment as follows:

- Repatriating the entire ground floor of the building within the redeveloped arts centre.
- Formation of a new, circa 200-seat theatre space on the ground floor.
- A welcoming and spacious entrance foyer on the ground floor, with direct access from the street through a new entrance, to a modern reception / box office area.
- Internal structural alterations, including formation of a new grand central stair from the new entrance foyer to the first floor.
- Provision of new multi-use spaces with potential for hosting meetings etc.
- Provision of new rehearsal / dance studio spaces, including new layout for the existing studio theatre.
- Lift replacements x2 (passenger and goods).
- Partial roof replacement.
- Creation of a new tenant area to accommodate BCB Community Radio on the ground floor, with separate and controlled out of hours access.

The main contract scope will include completion of the design from RIBA work stage 2 for Contractor Designed Works packages. All other design work has been taken to RIBA Stage 4 by Kala Sangam’s appointed Design Team.

The budget has yet to be finalised, subject to funding and the conclusion of main contract Second Stage tender processes, but cost information supplied for first stage tenders suggests an expected Contract Value of approx. £5.3m (incl. Prelims and O&P) plus VAT.

To date more than 60% of the funding has been secured from Arts Council England (through the DCMS Cultural Development Fund). The balance of funding is sought principally from the National Lottery Heritage Fund, and this is expected to be confirmed by the end of November 2023.

#### 4.2. Programme

The target programme for commencement of Works on site is January 2024 (subject to the award of Heritage Funding and Permission to Start from principal funders), with an anticipated construction period of 58 weeks, completing in February 2025.

#### 4.3. Main Contract

[Simpson \(York\) Ltd](#) has been selected as the Main Contractor for the Project, after completion of the First Stage of a traditional Two Stage tender process. The Second Stage process is now underway. The contract will follow the JCT Standard Building Contract without Quantities 2016 (SBC/XQ 2016) with amendments.

#### 4.4. Design Team / Consultants

Kala Sangam has appointed the following external consultants. There is currently no intention of novating any of the current Design Team.

External Consultant	Role	Comments
<a href="#">Halliday Clark</a> , Leeds	Architects, Principal Designer and Contract Administrator	To remain Client-side throughout. Contractor will appoint their own designers for all contractor-designed packages.
BWB Consulting, Leeds	Mechanical and Electrical Engineers	Contractor / M&E sub-contractor will appoint their own M&E design team.
SGM, Leeds	Civil and Structural Engineers	To remain Client-side throughout.
DKP Consulting, Harrogate	Quantity Surveyors	To remain Client-side throughout.

#### 4.5. Site

Kala Sangam, along with their tenants, currently operate from the building. All KS and tenant operations will be moved out of the building for the duration of the works; all soft furnishings and unfixed finishes will be removed prior to construction activities commencing.

The entire building will be handed over to the Contractor and will be under their control for the duration of the construction works, including all external access routes and external boundaries. There will be a requirement for the Contractor to provide access for visitors.

The city centre location of the building requires careful consideration of the coordination of site logistics and sequencing of the construction works.

#### 4.6. Design

The design has been developed and approved by stakeholders representing all building users and supporting services and is deemed to meet requirements in terms of functionality, cost, growth projections, buildability and Planning. As such there are no plans to vary the design significantly and ongoing design is limited to development of the current proposals in terms of M&E systems, substructure, superstructure, drainage, materials selection.

#### 4.7. Statutory Consents

Kala Sangam has already been granted Planning Permission and Listed Building Consent for the concept design – with minimal conditions – and does not envisage making any significant changes to the design proposals submitted for Planning permission. Full details of the concept design are available on the City of Bradford MDC Planning Portal (<https://www.bradford.gov.uk/planning>), reference numbers: 22/04752/FUL and 22/04753/LBC.



Kala Sangam will be responsible for obtaining all statutory consents and compliances with planning conditions moving forwards, although it is accepted that some conditions will require the Contractor to provide some supporting information.

#### **4.8. Fitting Out**

The main contract will include fitting out as follows:

- Fixed, tiered seating to the main theatre space.
- Reception desk.
- Sanitary Fittings/Cubicles/IPS's.
- Specialist acoustic systems.

KSAC will undertake some fit out works post contract, including:

- Specialist main theatre fit out.

These lists are not exhaustive.

## **5. The Candidate**

The Capital Project Manager may come from an independent consultant background, from a larger project management organisation or through an agency. Whichever route, they will need to have a solid understanding of capital projects in arts/cultural and historical buildings contexts.

The CPM, an experienced buildings design and construction professional, will direct, liaise with and monitor the work of the appointed Contractor and Design Team, working closely with appointed members of Kala Sangam management.

It is anticipated that one of the CPM's first tasks will be to oversee the successful exchange of contracts with the Main Contractor, and commencement of Works on site.

## **6. Specification of Services**

### **6.1. Main Objectives**

- To be the principal point of contact between Kala Sangam, the Project Team and the Contractor, ensuring that the KS Management Team and Board of Trustees:
  - Are aware of all decisions required and their related timescales and implications.
  - Receive all appropriate information from the Project Team, feedback from specialist advisors/consultants, and other input as necessary to make or secure such decisions.
  - Are made aware of all key changes to plans, scope of works, programme and costs as soon as these occur or are anticipated.
- To provide sound and timely advice and guidance to Kala Sangam on the execution of the project at all points, and to ensure its successful completion on time, in budget and in accordance with the agreed brief, having full authority to instruct Project Team members within those parameters, seeking only higher authority for significant variations from agreed criteria.

## **6.2. General**

- Become thoroughly acquainted with all relevant matters and progress achieved so far on the Project.
- Maintain a close working relationship with the Kala Sangam Head of Finance, keeping them fully briefed on all aspects of the project.
- Understand and uphold the vision, aims, objectives and values of the project, and of Kala Sangam, at all stages.
- Liaise with Kala Sangam management, staff, the Project Team and the Contractor on all general project matters and all matters relating to construction works and contracts, including appointments, programme, cost and quality, valuations and payments, variations and instructions, and performance of the Contractor(s) – including site management and the coordination of activities – seeking to ensure that Kala Sangam’s needs are met, and its interests are properly represented.
- Make recommendations and agree procurement processes for the appointment of any further Project Team members or professional consultants required by the Project; agree tender lists and tender documentation, participate in interviews and oversee the contracting of successful suppliers as deemed necessary.
- Assist and advise over any procurement undertaken directly by Kala Sangam – including technical equipment, fixtures, fittings and furniture amongst other items – to help ensure their successful completion on time and on budget.

## **6.3. Management**

- Monitor progress on site – with the Contractor, Project Team members and Kala Sangam management – against the agreed programme, ensuring appropriate action is taken at all stages to maintain progress and meet agreed completion dates.
- Attend site progress meetings and any other meetings necessary to ensure the smooth progress of the works.
- Attend and contribute to any Kala Sangam management, Project Team and Board meetings as deemed necessary.
- Establish an internal structure for meetings and decision-making, identifying attendees and responsibilities.
- Ensure that the Project Team establishes and maintains appropriate systems to manage cost, programme, quality control and manage an effective change-control procedure.
- Establish procedures for issuing instructions and monitoring of drawings, certificates, schedules and valuations with Kala Sangam Head of Finance, the Contractor and other Project Team members as required.
- Establish a procedure for agreeing interim and final payments with Kala Sangam Head of Finance, the Contractor and other Project Team members as required.
- Monitor and review the project risk register, ensuring risks are raised and addressed in a timely manner.
- In collaboration with Design Team and Contractor, review the cost/value and VE benefits of any proposed design changes.
- Manage any specialist and fit-out works undertaken directly by Kala Sangam (for example, the specialist theatre fit-out), to ensure their successful completion on time and on budget.

- Assist with any closure, decant, relocation and site visit activities for Kala Sangam, particularly where any coordination and liaison with the Contractor is required.
- Liaise with the Project Team on all submissions to discharge planning conditions and other statutory requirements, including appropriate insurances.
- Agree the procurement and construction programme with the Project Team and Contractor to fit Kala Sangam's schedule, coordinating any necessary closure periods.
- Ensure that the QS prepares appropriate Contract documents, warranties and other agreements for execution by Kala Sangam.
- Ensure the Project Team and Contractor prepare schedules identifying when design information is required for procurement and construction purposes, and co-ordinate any necessary input from Kala Sangam.

#### **6.4. Reporting**

- Ensure that the Project Team and the Contractor liaise appropriately and in a timely manner with Statutory Bodies; coordinate Client compliance with health, safety, fire and associated issues.
- Ensure detailed reports on progress are prepared and presented, providing both management and the Board with details, risks and variations, and obtain any necessary decisions as required.
- Provide appropriate information, as requested by Kala Sangam and required by funders or prospective funders, in a manner that will expedite and maximise payment of all such funds.
- Provide financial progress reports, identifying issues that need resolution and advising on possible options.
- Assist the Kala Sangam Head of Finance with information for the preparation and maintenance of cashflow forecasts and statements.
- Work with any appointed external evaluators to establish and track measures of success in consultation with Project Team, including ensuring that all necessary quantitative and qualitative evaluation data is collected in a timely manner.

#### **6.5. Other**

- To represent Kala Sangam and the Project to external stakeholders, organisations and suppliers as required.
- Any extension of this specification to provide other such services in pursuit of the overall objective as Kala Sangam management and Board of Trustees may from time to time reasonably propose.

## **7. Knowledge & Experience**

### **7.1. Essential**

- Significant experience of the UK construction industry and the roles and relationships of Client, Design Team consultants, Contractor, subcontractors, and specialist contractors.
- Significant experience of Capital project management and Client representation on projects exceeding £5m in either the grant-funded sector and/or of Listed heritage buildings.



- A demonstrable track record of planning, risk managing, reporting, documenting and delivering successful capital projects of this nature on time and on budget.
- Knowledge of the requirements and approaches of Arts Council England and Heritage Lottery Fund to capital funded projects of this scale, and of other funders who may be relevant to this project.
- Significant experience of managing effective coordination between Contractors and experienced Design Team members (e.g. Architects, Programme Administrators and specialist M&E and engineering consultants).
- Successful financial management experience including budgeting, financial control, expenditure monitoring and reporting with an understanding of the requirements for drawing down funds.

## **7.2. Desirable**

- Experience of managing successful cultural venue Capital projects.
- Experience of assisting and mentoring cultural organisation staff with limited experience of large-scale Capital projects, and in helping to advise on developing long-term and sustainable plans.
- Understanding of the requirements of performance and exhibition spaces, of the access requirements and solutions for such venues, and of the needs of audiences, visitors, artists and other stakeholders of such venues.
- Experience of working on heritage and/or community-focused projects of this nature.
- Up to date knowledge of the environmental sustainability issues, requirements and solutions for projects of this nature.
- Understanding and experience of the evaluation requirements and processes for projects of this nature.

## **8. Qualities & Aptitudes**

- Ability to identify and assess difficult decisions quickly, and to present these to the Client for decision in a timely, fair and understandable way.
- Ability to plan and think well ahead, strategically and tactically.
- Ability to develop, and to offer in a timely and cogent way, creative and practical solutions in the face of problems.
- Ability to communicate clearly and persuasively, and to represent The Client positively and conscientiously at all levels.
- Excellent negotiation and influencing skills; proactively operating as a credible and effective negotiator at the most senior levels.
- Valuing and building good relations with staff at all levels on both Client and Contractor side.
- Willingness, patience and communication skills required to effectively coach and mentor members of Client-side staff in areas unfamiliar to them.
- Ability and availability to meet the varying time and attendance requirements of a project of this nature; face-to-face, on-site and remotely as required to deliver the project successfully.

## 9. How to Apply

Kala Sangam is committed to electronic recruitment and tendering processes for this project. Therefore, you should only send the information specifically requested, and only by electronic submission (hard copy and additional information will not be considered).

Applications are invited from suitably qualified individuals or companies.

Applicants should provide an electronic document not exceeding 5 pages (minimum font size 11pt). The document should address the following:

- A summary of your experience and credentials. For organisations considering a team approach to delivery, applicants should provide specific information for all staff who will be assigned to handling the account and the key contact(s) who will work with The Client.
- An outline of the way in which you would fulfil the specification and brief; this might include any tools or methodologies you propose to use as part of delivering the work, and your approach to working with the rest of the team throughout the programme.
- How your experience meets the specification and the brief, including details of specific, relevant experience of comparative projects undertaken in the last five years (for example, high quality arts/cultural venues, Listed heritage buildings, scale, complexity).
- Demonstrating a clear understanding of the brief and the wider context within which the project sits in Bradford; including the reason you are interested in working with Kala Sangam and your fit to this Project.
- A fee proposal – this should include a breakdown of day rates and terms as well as forecasting time/days assigned throughout the life of the project.
- Details of two referees from other clients for whom you have delivered work.
- Readiness and availability to commence and maintain work on the project to the anticipated schedule.

In addition

- The Application should confirm that all applicant staff are not bankrupt, the subject of an administration order, are not being wound up, are not the subject of a petition presented for the sequestration of their estate, have not had a receiver, manager, or administrator appointed and are not otherwise apparently insolvent.
- The Application should confirm that no person engaged will have been convicted of conspiracy, corruption, bribery, or money laundering; that they have not been convicted of a criminal offence, committed an act of grave misconduct related to the conduct of their business or profession, and that they have fulfilled obligations relating to the payment of taxes.
- The Application should confirm that appropriate insurances are held.

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Proposals should be submitted to: **Alex Croft, Creative Director**, [alex@kalasangam.org](mailto:alex@kalasangam.org)

Proposals should be submitted by: **midday on Thursday 30 November 2023**

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## 10. Assessment Process

Kala Sangam is a Registered Charity and an equal opportunities employer. We aim to treat all job applicants and workers equally, irrespective of race, colour, gender orientation, nationality, religion, ethnic or national origin, age, gender, gender reassignment, marital status, sexual orientation or disability.

This policy covers all aspects of employment including vacancy advertising, recruitment, induction, training, conditions of service, disciplinary and grievance procedures and termination of employment. The only basis for promotion or selection is the considered opinion of the applicant’s suitability for the job.

Assessment of Applications will be based on the specific evidence and information provided.

Applications will be assessed on the following basis (criteria and weighting):

- **Quality of proposal** – all instructions followed; clear and well-presented. 10%
- Evident **understanding** of the specific needs of the project. 10%
- **Methodology and approach** to fulfilling the requirements of the brief/specification. 20%
- Proven **knowledge, experience and track record** of previous relevant work. 30%
- Evidencing the **qualities and aptitudes** required to meet the brief/specification. 25%
- **Value for money.** 5%

Score	Assessment / Criteria
10	<b>Outstanding:</b> The response covers all elements of the criterion and associated specified contract requirements and standards; and with a high level of relevant and detailed information, backed up with clear evidence; and demonstrates a robust and coherent understanding of the Employer’s requirements; and with no issues, weaknesses or omissions.
9	<b>Excellent:</b> The response covers all elements of the criterion and associated specified contract requirements and standards; and with relevant and detailed information, backed up with clear evidence; but with limited minor issues, weaknesses or omissions in the information/evidence.
8	<b>Very good:</b> The response covers all key elements and almost all the other elements of the criterion and associated specified contract requirements and standards; and with relevant and detailed information, backed up with clear evidence; with a few minor issues, weaknesses, or omissions in the information/evidence.
7	<b>Good:</b> The response covers all key elements and most of the other elements of the criterion and associated specified contract requirements and standards; and with relevant information, backed up with evidence, but lacks detail in some areas; some minor issues, weaknesses, or omissions in some areas of information/evidence.
6	<b>Better than satisfactory:</b> The response addresses all key elements of the criterion and associated specified contract requirements and standards; but is not fully detailed or fully backed up with clear evidence in some areas; several minor and/or one or two more significant issues, weaknesses, or omissions in some areas.
5	<b>Satisfactory:</b> The response addresses all key elements of the criterion and associated specified contract requirements and standards; but is not fully detailed or fully backed up with clear evidence in some areas; with many minor and/or a number of significant weaknesses, issues or omissions in the detail/evidence.
4	<b>Less than satisfactory:</b> The response has some weaknesses, issues or omissions, lacking detail, clarity and/or evidence regarding at least one key element of the criterion and associated specified contract requirements and standards with respect to this criterion.
3	<b>Weak:</b> The response has some weaknesses, issues or omissions, lacking detail, clarity and/or evidence regarding several key elements of the criterion and associated specified contract requirements and standards.
2	<b>Poor:</b> The response has material weaknesses, issues or omissions, lacking detail, clarity and/or evidence regarding many key elements of the criterion and associated specified contract requirements and standards.
1	<b>Very poor:</b> The response does not meet the criterion – or does not include sufficient information or clarity or evidence or information in support – to determine whether the solution meets the Employer’s requirements or standards.
0	<b>Unacceptable:</b> Failed to provide a response, or the response provided is wholly inconsistent with the Employer’s specified contract requirements and standards with respect to this criterion.

## 11. Shortlisting and Appointment

We intend to contact Applicants shortlisted for interview on Wednesday 06 December 2023.

Selected candidates will be invited to attend **interviews on Monday 11 December 2023**.

A remote interview option will be available, but where possible the panel aims to hold all interviews in person, at Kala Sangam, in Bradford (unfortunately, we are not able to make exceptions to this date and please note that no interview costs will be paid by The Client).

The successful Applicant must be available to **start work on the project by Tue 02 January 2024**.

## 12. Questions and Comments

Any questions or comments should be made directly to Alex Croft, Creative Director at [alex@kalasangam.org](mailto:alex@kalasangam.org). Your query may be shared anonymously with others, and you should not contact any other representative of Kala Sangam or of this project (doing so might disqualify your application).

## 13. Further Information

Applicants may wish to familiarise themselves with the following:

- Kala Sangam: <https://www.kalasangam.org>
- First Stage Main Contract ITT documentation available [here](#).

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**We look forward to receiving your completed Application and thank you for your interest in Kala Sangam.**