



HZ-25-00178: “Safeguarding Brook Rural Museum: Protecting our rural heritage and building a sustainable future”

Information to Tender for Capital Project Manager

Issue date: Wednesday 28 July 2026

Response date: 12 pm Friday 28 August 2026



Summary

Project term: September 2026 – November 2027 (initial Development Phase)

Fee: £23,250 + VAT (Development Phase) and £34,850 + VAT (Delivery Phase)
inclusive of travel & disbursements

Client: The Wye Rural Museum Trust, Brook Rural Museum, The Street, Brook, Near Ashford, Kent TN25 5PF

Closing date: 12pm Friday 28 August 2026

Brook Rural Museum is entering a pivotal new chapter, having secured initial development funding of £218,000 from The National Lottery Heritage Fund for a project that will help safeguard the Museum's future. The Museum is housed in two remarkable buildings: one of Kent's finest medieval barns and an early nineteenth-century oast house.

The Museum is now seeking an experienced Capital Project Manager to help shape and lead the project's Development Phase from September 2026 until planned submission of a full grant application for £1,468,000 in November 2027.

Reappointment for the Delivery Phase will be subject to the Museum securing the full grant from the Heritage Fund and required match funding, as well as satisfactory performance in the Development Phase.

Set in the small village of Brook, in the heart of the beautiful Kent Downs National Landscape, the Museum occupies a magnificent Grade I barn and Grade II oast house containing a collection of farming and rural implements, offering visitors vivid insights into rural life in the horse-drawn age.

Urgent work is needed to address issues of damp and pest control and safeguard both the historic buildings and the Museum's collection. Alongside this conservation work, the project will improve accessibility, enhance interpretation, create sheltered outdoor space, and develop a food and beverage offering. Together, these improvements will provide a more welcoming environment, in which a wider range of visitors can connect with Kent's rural heritage.

Background

The Wye Rural Museum Trust (Registered Charity 1055879) is responsible for the Brook Rural Museum and its collection. The museum comprises the Grade I listed barn (Historic England No. 1233070) and Grade II listed Oast House (Historic England No. 1232975) along with associated buildings. The site was once part of the Medieval Moated Court Lodge Farm (Historic England No. 1013151), situated in the village of Brook, near Ashford, in Kent. The museum's collection includes agricultural implements, wagons, carts and other artefacts.

The manorial barn itself dates to the second half of the 14th Century. It is a grange barn and its principal purpose was to store the harvest for processing in the winter. Historic England's listing reflects its importance: *"The quality of the timberwork and its unaltered internal state renders this one of the finest medieval Kentish barns."*¹

Growing hops in Kent was a major industry and a large number of oasts were constructed as a result. Brook's Grade II listed circular oast was built in 1815 and contains a circular kiln with four furnaces used for the drying of hops. It was thought that a circular kiln would dry the hops more evenly than the earlier square oasts. This was later shown not to be true, but the consequence was that Kent inherited a wealth of circular oasts. Most have been converted for residential use, which makes the one at Brook unusual.

The Heritage Lottery Fund (as it was then known) enabled the Trust to purchase the site. In 2022 they received a grant which enabled work on the collection, audience engagement and a feasibility study. This was followed by a second grant in 2024 which built on learning in the first grant. Preventative and interventive conservation was undertaken, the digitisation and cataloguing of the collection was finished and audience development focused on connecting the local community with the Museum's collection, wider stories about rural life and local people and testing interpretation.

The project has greatly enhanced understanding and interpretation of the museum's heritage, both on site and online. The public can now explore the collection virtually for the first time. A business plan was developed, drawing on visitor research. Volunteering has grown significantly. The WRMT and museums are now more organisationally and financially resilient – they have retained both of the staff appointed during the last project. They have secured grants from the Arts council and AIM.

A large proportion of the collection is either timber, metal, or a combination of the two. The Conservation Officer has identified pest infestation across the site and in the collections. The absence of gutters on the barn is causing drainage issues as there appears to be no soak away (French drain) and a stream runs under the site. There is water ingress through the earth floor of the medieval barn, causing the original timber threshing floor to bow, which is now a trip hazard. The collection is sat on the damp earth floor, and concrete

¹ <https://historicengland.org.uk/listing/the-list/list-entry/1233070?section=official-list-entry>

in the bays, where there is rising damp. In some areas the glazing bars are failing. Sole plates are saturated. There is evidence that the south porch is separating from the main building.

The cart sheds are located in a wing of the barn. Uprights are rotting/ slipping due to standing in water and flooding from the road. A dedicated conservation sink, bench and cleaning area for volunteers would be created as there is currently potential cross contamination when volunteers use the sink by the WCs. One section of the cart sheds will be converted into four 9 sqm studios to provide a regular income to support staff costs.

Despite patch repairs, issues in the oast house include further missing tiles, glazing panels, roof lining, failing roof batons, water ingress over the hop press and an active bee colony in the roof. There is a crack in the external wall.

A new pergola with corrugated iron roof will be created off the 1930s stable block to provide shelter to visitors. The WCs will be updated to cope with increased footfall. The former model room will be used as a staff office to free up the Tom Hill Room for workshops, group and school visits.

The project aims are:

1. To safeguard Brook Rural Museum's historic buildings and collections by addressing the underlying causes of water ingress, damp and pest activity that place the heritage at immediate risk.
2. Ensure the site is resilient to current and future climate pressures by embedding climate adaptation into the design, repair and long-term management of the museum.
3. Build the skills and confidence of trustees, staff and volunteers to monitor, understand and respond to emerging risks, enabling planned preventative care rather than reactive intervention.
4. Improve access, inclusion and participation by removing barriers, and in ways that can be maintained and supported by the Trust over the long term.
5. Deepen public understanding and engagement with Brook Rural Museum through improved interpretation and programmes that support confident delivery by staff and volunteers.
6. Strengthen the museum's organisational capacity and operating model so conservation, engagement and income generation are balanced, mutually reinforcing and financially sustainable.

Scope of works

Development Phase (RIBA Stages 2–3) – September 2026 to November 2027

The purpose of the Development Phase is to technically develop, fully de-risk, cost and programme the project to RIBA Stage 3, secure statutory consents and prepare a robust Delivery Phase application to The National Lottery Heritage Fund. The Project Manager (PM) will coordinate the consultant team and ensure the project is delivered in accordance with the approved budget, programme, governance structure and Heritage Fund requirements. The PM will report to the Trustee-led Project Board and will act as the primary liaison between the Trustees, staff team, consultants and the Heritage Fund. A project structure is available on request.

The main tasks are:

I. Project initiation and governance

- Establish the project governance framework in line with the approved Project Structure.
- Prepare and maintain a Project Execution Plan (PEP).
- Confirm roles, responsibilities and delegated authorities.
- Establish reporting formats and frequency.
- Coordinate project start-up meeting with the full consultant team.
- Establish and maintain formal document control and version management system
- Implement formal change control procedure with approval thresholds and impact assessment
- Ensure compliance with Heritage Fund grant conditions.

2. Procurement of Consultant Team

- Support Trustees with the procurement and scoring of the following consultants and prepare tender reports for the Architect led team for the Heritage Fund.
 - Heritage Consultant (Conservation Management Plan)
 - Architect led team
- Take the lead on the procurement of the following consultants during the Development Phase ensuring compliance with Heritage Fund guidance. Tender documentation has been prepared.
 - Quantity Surveyor
 - Ecologist
 - Evaluation Consultant
- Obtain quotes for commissions under £10k ensuring compliance with Heritage Fund guidance. Tender documentation has been prepared:
 - Activity Planning (Mentor)
 - Business Planner
 - Fundraising Consultant

- A range of surveys
- Prepare tender reports with recommendations for appointment for commissions over £10k
- Manage clarification queries and tender returns.

3. Programme Management

- Develop and maintain a detailed Development Phase programme.
- Identify statutory and ecological constraints (e.g. bat survey windows, archaeology, flood risk).
- Monitor programme slippage and propose mitigation measures
- Coordinate design team outputs to ensure timely completion of RIBA 2 and 3 milestones, including fully costed reports

4. Risk Management

- Establish and maintain a live Project Risk Register.
- Ensure cost, programme, planning and archaeological risks are identified early.
- Coordinate risk mitigation strategies across the team.
- Ensure client compliance under CDM and H&S oversight at governance level
- Report risk status monthly to the Project Board.

5. Financial Monitoring (Development Phase)

- Working closely with the QS, the PM shall:
 - Monitor Development Phase expenditure against approved budget.
 - Review cost plans at RIBA 2 and 3.
 - Track contingency allowances.
- Ensure alignment with Heritage Fund budget headings.
- Oversee preparation of Delivery Phase cashflow forecasts.

Note: The PM shall not replace the QS's professional cost advice but shall ensure financial governance and budget discipline.

7. Statutory Consents & Approvals

- Support the Architect with the submission of Listed Building Consent and any planning applications.
- Ensure consultation is undertaken with Ashford Borough Council and statutory consultees.
- Coordinate ecological and archaeological requirements.
- Ensure consent conditions are tracked and recorded.

6.Stakeholder & Heritage Fund Liaison

- Act as primary contact with the Heritage Fund's Investment Manager.
- Prepare and submit quarterly reports in liaison with the Trustees.
- Coordinate and attend the Mid-Stage Review (RIBA 2/3) on behalf of the grantee.
- Liaise with the Evaluation Consultant to run a lessons learned workshop to feed into the end of Development Phase evaluation report.
- Ensure the Development Phase is closed.

7.Delivery Phase Application Preparation

- Coordinate preparation of Delivery Phase application documentation including the application form – ensuring that the team contribute to relevant questions to provide a draft form.
- Prepare risk registers for the Delivery Phase and post project period.
- Update the PEP (including project structures) for the Delivery Phase.
- Update the programme for the Delivery Phase
- Ensure documentation is consistent and evidence-based.
- Ensure alignment with project aims and outcomes.

8.General Duties – Development Phase

The PM shall:

- Chair Design Team Meetings.
- Attend Project Board Meetings (monthly).
- Prepare written monthly progress reports.
- Contribute to project evaluation.
- Provide information to support fundraising applications.
- Ensure all consultants' work aligns with the Conservation Management Plan.
- Ensure decision logs are maintained.

Delivery Phase – June 2028 to February 2031

The Trustees are expecting to have a decision on their application in March 2028 and to Reappoint the Project Manager, QS and design team for the Delivery Phase (RIBA 4+) in June 2028. Handover is currently expected in September 2029 with a year-long rectification period. The Activity Plan will be delivered during the remaining period of the project.

Reappointment is subject to the WRMT obtaining a grant from the Heritage Fund, securing match funding and the team's performance. The Delivery Phase will comprise technical design, procurement and construction under a JCT Traditional Drawings & Specification contract.

1. RIBA 4 – Technical Design Coordination

The PM shall:

- Update and manage the Delivery Phase Project Execution Plan.
- Coordinate technical design information across consultants.
- Ensure tender documentation is complete and aligned.
- Monitor programme readiness for procurement.
- Review Pre-Tender Estimate with QS and Trustees.

2. Procurement Phase

The PM shall:

- Manage the contractor procurement process.
- Oversee issue of tender documentation.
- Coordinate responses to tender queries.
- Review tender analysis prepared by the QS.
- Prepare recommendation report for Trustee approval.
- Ensure procurement compliance with Heritage Fund guidance.

3. RIBA 5 – Construction Phase

The PM shall:

- Act as overall client-side coordinator during construction.
- Attend monthly site meetings chaired by the Architect.
- Monitor programme in collaboration with Architect and Contractor.
- Maintain Delivery Phase risk register.
- Monitor cost reports provided by QS.
- Ensure variations are reviewed and approved within delegated authority.
- Escalate material scope or cost changes to the Project Board.
- Ensure monthly Heritage Fund payment claims are submitted in line with certified valuations.
- Prepare accompanying reports for Heritage Fund in liaison with the Trustees
- Coordinate integration of Activity Plan alongside construction works.
- Special attention shall be paid to:
 - Protecting collections during works.
 - Phasing works to minimise disruption to public engagement.
 - Archaeological watching brief coordination (if required).
 - Drainage and groundwater works sequencing.
 - Studio fit-out and services commissioning.

4. RIBA 6 – Handover & Close-Out

The PM shall:

- Coordinate Practical Completion procedures.
- Ensure all required documentation is received:
 - As-built drawings
 - O&M manuals
 - Health & Safety file
- Coordinate final account review with QS.
- Oversee defects rectification period.
- Prepare Completion Report for Heritage Fund.
- Support evaluation reporting by ensuring a lessons learned workshop is organised.
- Ensure updated Management and Maintenance Plan is adopted.

5.General Duties – Delivery Phase

The PM shall:

- Chair monthly Design Team meetings.
- Provide monthly written progress and risk reports.
- Monitor compliance with Listed Building Consent conditions.
- Monitor grant conditions and reporting requirements.
- Ensure transparent change control procedures are applied.
- Maintain clear audit trail for Heritage Fund compliance.

Social value and community contribution

Brook Rural Museum is delivering a Heritage Fund-supported capital project that integrates conservation with public engagement, skills development and community participation. In addition to core professional services, bidders are invited to propose proportionate social value contributions aligned with the project's Activity Plan and organisational development objectives.

These contributions must:

- Be realistic and deliverable within the proposed fee.
- Be proportionate to the size of the commission.
- Not compromise core service delivery.
- Be clearly defined in terms of time commitment.

Tenders may propose, for example:

- Participation in a behind the scenes talk about the project
- Involvement in a schools or Ashford college visit/ careers session discussing project management in the heritage sector
- Work experience or shadowing for a local young person.

Tenderers must:

- Clearly describe proposed social value contribution.
- Confirm number of hours included.
- Confirm whether this is included within fee or provided at no additional cost.
- Confirm delivery timing (Development or Delivery Phase).

Proposals must be specific. Generic statements such as “we are committed to community engagement” will not score.

Timetable

Key activity	Date
Permission to Start – Development Phase	August 2026
Procurement of team	September 2026 to February 2027
RIBA 1 & 2 including surveys & cost plan	January to June 2027
RIBA 3 & end of stage cost plan	July to September 2027
Mid Development Review, Heritage Fund	End of September 2027
Submission of Delivery Phase application	November 2027
Decision on Delivery Phase	March 2028
Permission to Start – Delivery Phase	By end of May 2028
Reappointment of consultant team	June 2028
RIBA 4 design and cost report	July to October 2028
Preparation of tender documents, procurement of contractor & mobilisation	November 2028 to March 2029
Work on site	April to September 2029
Activity Plan – Delivery over 2.25 years	September 2028 to November 2030
Project completion	December 2030/February 2031

Fees

There is a fee of £23,250 + VAT for this work in the Development Phase and £34,850 + VAT in the Delivery Phase. This includes all travel expenses.

Experience

The Project Manager must have experience and understanding of:

- Managing conservation-led capital projects.
- Working on Grade I and Grade II listed buildings.
- JCT Traditional contracts.
- Managing projects of c. £1.5 to £2million
- Heritage Fund governance, procurement and reporting requirements.
- Coordinating multidisciplinary consultant teams.

Tender requirements

If you would like to provide a tender for this work please send the following information to John Nightingale, admin@brookruralmuseum.org.uk by 12 pm on Friday 28 August 2026. Please put “BrookRM Capital Project Manager” in the subject line of your email. Your response should consist of :

- A written response to the evaluation criteria on the following page including:
 - An introduction to yourself and/or your company (max 1 page).
 - Your response to our brief explaining your proposed approach to the work. Please highlight any challenges you anticipate. (max 1 page).
 - Two short case studies (max 1.5 pages) that demonstrate the knowledge, experience and skills you will bring to this project. Please provide a contact for each case study who Trustees can contact as a referee.
 - Concise, up-to-date CV(s) for the person(s) who will complete the work (Maximum 3 pages per person). These should complement the case studies, highlighting other similar commissions during the last 3 years. Please indicate if they are in progress or complete.
 - Your social value contribution.
 - A priced offer in the format request. Please use the Form of Tender to provide VAT Registration and insurance details.
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- 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.
 - 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.
 - No tender will be considered which is late, for whatever reason nor will changes be permitted after the closing date.
 - All tenderers shall keep their respective Forms of Tender valid and open for acceptance by the Trustees for 90 days from receipt.
 - 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.
 - Evidence of appropriate insurances. All consultants should have Public and Professional Liability and Companies Employer's Liability if they have employees.

If you would like to discuss the project, please contact John Nightingale, admin@brookruralmuseum.org.uk with the subject heading BrookRM Capital Project Manager on or before 20 August 2026.

Tender evaluation

Each tender will be scored on value, understanding of the brief, proven track record and social value. The weighting of each of the criteria is listed below.

- Proven track record – this will include relevant experience, demonstrated by the case studies, CVs and references (50%)
- Understanding and methodology, including risks (25%)
- Social value contribution (10%)
- Value for money – daily rates and the number of days committed to the project (15%)

The scoring table below will be used to score the first three criteria. 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 Trust's discretion:

Assessment Criteria	Score
Unacceptable: either no answer is provided, or the answer fails to demonstrate that any of the project's key requirements in the area being measured will be delivered.	0
Poor: fails to demonstrate how the project'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 project'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 project'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 project'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 project's requirements in the area being measured will be fully addressed so as to deliver excellent outcomes against the project brief.	5

Please note the following:

The tenderer who submits the lowest overall price will receive the full score of 15% available for the financial evaluation. Remaining bids will be awarded a score proportionate to the lowest priced bid according to the following formula:

$$\text{Score} = (\text{lowest bid received} / \text{bid price}) \times 15$$

Abnormally low or high bids distort evaluation of tenders and where the Trustees 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.

The Trust may ask tenderers to make an online or in person presentation. This will only be used for clarification purposes. We anticipate the team commencing work as soon as possible.

Please note the following:

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 Trustees or Project Manager 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 Trustees 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 Trustees 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:

- It has not done any of the acts in the Non-Consideration of Form or Tender,
- all information provided is true, complete and accurate in all respects including details of previous projects being presented as examples,
- it has full power and authority to enter into the Contract.
- it is of sound financial standing, and

- 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 Trustees 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 Trustees.

The documents which constitute the project and all copies thereof are and shall remain the property of the Trustees (whether or not the Trustees 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 Trustees 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: “Safeguarding Brook Rural Museum: Protecting our rural heritage and building a sustainable future”

Professional Service: Capital Project Manager

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 (delete if VAT not applicable) for the development phase
Confirm figure in words: _____ plus VAT (delete VAT if not applicable)

£ ____ plus VAT (delete if VAT not applicable) for the delivery phase
Confirm figure in words: _____ plus VAT (delete VAT if not applicable)

Resources

Please state the number of days intended for the delivery and development phase

Day Rates

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

Team	Development phase		Delivery phase	
	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 ²	
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	

² 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.