

Silverburn Flax Mill



Invitation to Tender

DEVELOPMENT OFFICER FOR SILVERBURN FLAX MILL RENOVATION Leven, Fife

1. Introduction

Fife Employment Access Trust (FEAT) wishes to appoint a Development Officer to support the Project Manager for the Silverburn Flax Mill Renovation project.

2. Client's Name

Fife Employment Access Trust (FEAT).

3 Silverburn Cottages, Largo Road, Leven, Fife, KY8 5PU

Tel: 01592 759371

3. Principal Contact

Duncan Mitchell, CEO & Project Manager e-mail: duncan@feat.org.uk

4. Background

FEAT is a mental health charity that provides support and training to clients with a mental health condition in order to help them self-manage their condition and get back into full time employment. The charity's strategy is to continue to provide that employment focussed support and training to clients with severe and enduring mental health conditions, whilst also developing Silverburn Park as a centre for wellbeing aimed at hard to reach, intergenerational and family audiences.

In 2013 FEAT was selected by Fife Council as their preferred partner to take over the management and regeneration of Silverburn Park, a 27-acre public park on the outskirts of Leven in Fife. Following extensive public consultation and feasibility studies, a Business Plan was produced in 2014 and accepted by Fife Council. FEAT has been implementing that plan since then.

The key project in that plan is the renovation and conversion of the B listed Flax Mill into a Visitor Centre and Community Hub. The Flax Mill will contain a café and restaurant, meeting and event space, arts and crafts studios, office space, a backpackers' hostel, and interpretative displays. This is a collaborative project between FEAT and Fife Council, with FEAT taking the role of lead Client, supported by Fife Historic Buildings Trust (FHBT).

FEAT has been awarded funding for the Delivery Phase from the National Lottery Heritage Fund (NLHF) under the Heritage Enterprise grant scheme, Fife Council, Historic Environment Scotland (HES) and others, in order to deliver the renovation plans developed during the previous phase. The Delivery Phase will start in March 2022 and end when the Project Completion Report is submitted in June 2026. Construction work is scheduled to start in April 2023 and complete in September 2025, with the building opening to the public in April 2025.

5. Context

The Levenmouth area is made up of three main coastal towns (Leven, Buckhaven and Methil) and a number of smaller towns and villages. These sit on the north side of the Firth of Forth in the south east of Fife. The area is characterised by heavy and traditional industries, such as coal mining and the docks, which have steadily declined over recent decades.

The Levenmouth area is the most deprived area of Fife, with 26 of 51 datazones in the area featuring in the 20% most deprived for Scotland (SIMD 2020v2). Across the Levenmouth area, 18.9% of the total population

is income deprived (compared to 11.9% for Fife), while 15.4% of the working age population is employment deprived (compared to 9.3% for Fife).

The project aims to make a significant contribution towards improving the situation by providing employment, increasing employment training opportunities, creating new economic activity, and improving the wellbeing of those engaging with the project. This potential contribution has been recognised by the inclusion of the project as a strategic priority in the Levenmouth Area Local Community Plan.

6. Aim

The aim of this commission is to provide support to the Project Manager and the wider Integrated Project Team (IPT) in order to successfully deliver the project.

7. Scope of Commission

The Development Officer will be responsible for:

- Acting as Secretary for the monthly IPT and quarterly Joint Sponsor Group (JSG) meetings.
- Supervising the work of the Evaluation Consultants.
- Contributing to quarterly Progress Reports for NLHF and other funders.
- Input into updates to the Project Plan, Project Budget and Risk Register.
- Providing advice and assistance to FEAT Trading CIC on operational planning for the completed building.
- Providing input into the Project Evaluation Report.
- Providing advice and support to the Project Manager and IPT.
- Providing a Collaborative Working Environment (CWE) or Project Management Tool to support the IPT. This must include messaging, document storage and configuration, and risk and issue management facilities.

8. Budget

The maximum budget available for this engagement is £32,000 excluding VAT.

9. Timetable

Tender returns are expected no later than Monday 18th April 2022 at noon. Tender assessment will take place from 19th April to 25th April, with a start date of 9th May 2022.

10. Reporting and Liaison

The Development Officer will report to the Project Manager, and work day-to-day with the Integrated Project Team, Design Team and other consultants as shown at Annex A. The consultant will engage with project stakeholders as required.

Progress reports will be required in time for consideration at the monthly Integrated Project Team meeting.

11. Consultant Specification

Essential:

- Experience of working on Third Sector community based projects.

- Experience of delivering projects/activities with a significant wellbeing component.
- Experience of business and economic planning/assessment.
- Excellent written and oral communication skills.
- Excellent stakeholder management skills.
- Substantiated ability to:
 - Engage with a range of different audiences including audiences from disadvantaged backgrounds.
 - Solve problems using own initiative.
 - Plan workload and tasks to meet agreed deadlines.
 - Work constructively with a range of stakeholders.
- Public Liability insurance cover of £5 million and Professional Indemnity insurance cover of £1 million.

Desirable:

- Experience of working on NLHF projects with a significant wellbeing component.

12. Tender Submission

Details of submissions should be treated as private and confidential. The form of the submission should be as follows:

- Firm's name, address and contact details.
- Name of Director/Partner in charge and contact details.
- Details of approach to the project (including methodology and resource estimates) and proposed programme.
- A fee proposal – **to be provided in a separate, sealed envelope (or separate, clearly marked email)**.
- CVs of key personnel including details of the experience of the individual(s) who will directly undertake the work, and examples of previously completed projects for which he or she was responsible.
- Copy of current Public Liability / Professional Indemnity documents.
- Examples of previous relevant work i.e., a project plan or evaluation report.
- Any other project specific information in support of the firm's submission.
- Two contacts for references.

A lump sum fee is envisaged. Any additional work/costs excluded from the fee should be clearly noted.

13. Assessment of Submissions

The submission is to be sent electronically to Duncan Mitchell at FEAT Duncan@feat.org.uk by no later than 18 April 2022 at noon.

FEAT is not bound to accept the lowest or any offer of Tender.

Tender submissions will be assessed on a 70% Quality/ 30% Price weighting.

Quality Assessment Criteria (70%):

- Relevant experience (25%): To evaluate this criterion, consideration will be given to the evidence shown of previous relevant experience of delivering similar projects, which should be described.
- Project team (25%): To evaluate this criterion, consideration will be given to the evidence shown of the skills and suitability of the firm/project team to deliver this type of work.
- Methodology (50%): To evaluate this criterion, consideration will be given to the details provided in your methodology statement including, but not limited to, method of working, stakeholder engagement, programme and timescales etc.

The quality related criterion shall be assessed on the basis of the tender and supporting evidence submitted by the Tenderer.

Tenderers may be invited to interview.

14. Copyright and GDPR

All rights including copyright to reports, images, specifications and interpretation whether in writing or electric form must be assigned to FEAT. Intellectual copyright will remain with the original author.

Any information and data collected as part of this commission must comply with current data protection laws.

15. Presentation of Reports and Documents

Copies of all reports are to be submitted to FEAT in hardcopy format (2 copies) and electronically via email or similar.

All reports, publicity, materials and outputs must acknowledge the support of the National Lottery Heritage Fund, Fife Council, and Historic Environment Scotland; and include the relevant logos in line with their requirements.

16. Further Information

The Project Outcomes to be achieved are at Annex B. Further project information is held at FEAT's office in Silverburn Park.

FEAT gratefully acknowledges the support of the National Lottery Heritage Fund, Fife Council, the Regeneration Capital Grant Fund and Historic Environment Scotland, who are the main funders of the Delivery Phase of this project.

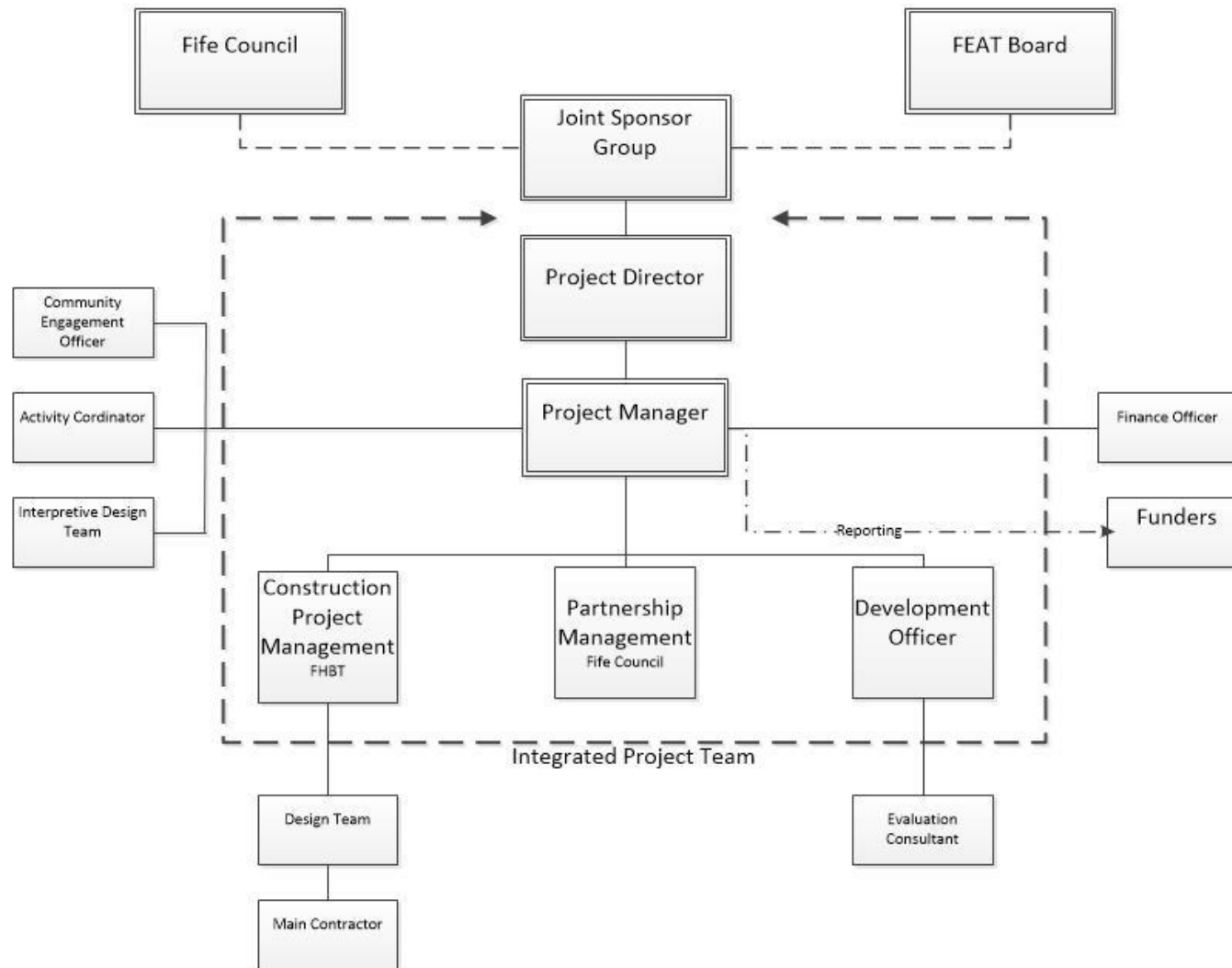
Annex:

A – Project Management Structure – Delivery Phase.

B – Project Outcomes.



FLAX MILL PROJECT MANAGEMENT STRUCTURE
Delivery Phase



PROJECT OUTCOMES**1. A wider range of people will be involved in heritage.**

The local community is currently largely unaware of the rich industrial, community and natural heritage of the Flax Mill and the Park. The Activity Plan and Interpretation Plan set out how we will actively involve people, focussing on four main heritage themes, reflecting the strengths and track-record of FEAT, and the needs of the local community.

We will engage with as wide range of people as possible, key target audience groups being: local people, including disadvantaged communities in and around Levenmouth; children and young people, visitors, including Fife Coastal Path users and tourists; informal groups that use the Park; and FEAT staff and volunteers.

We now expect 9,000+ people to take part in activities, events and volunteering linked to the history and heritage of Silverburn, with a significant proportion being from under-represented communities. At least 10,000 are expected to engage online. Visitor numbers to the Park and Flax Mill will grow, already far exceeding early estimates of 25,000.

The Activity Plan identifies barriers to engagement and solutions, with detailed consideration of the support, facilities and transport needs of different audiences. The accessibility of the Flax Mill building has been carefully considered during the design process and will be reviewed by the Homelands Trust in the next design stage. A Changing Places toilet will be installed and a lift and stairlift will provide access to the first-floor office space. Interpretation will be carefully designed to ensure it is accessible and engaging (physically and intellectually). The Evaluation Report sets out the process for carrying out community engagement and data collection throughout the project so that we can identify who does and doesn't engage with the heritage, tracking the changes that come about as a result.

2. Heritage will be in better condition.

Detailed plans for the Flax Mill have been informed by further research and consultation during the Development Phase. Emergency works have temporarily secured the building, and enabled access for detailed surveys and investigations, including a laser survey and an industrial archaeology survey. Advice has been sought from NLHF, HES, NTS and Fife Council Planning, informing the updated Conservation Statement and RIBA 3designs.

During the Delivery Phase, the Flax Mill building will be sensitively repaired and adapted in line with best conservation practice, overseen by the experienced Design Team, including conservation-accredited Architect.

Works to the roof, brick walls, structural elements, rainwater goods, doors and windows will ensure that the building is made structurally sound and wind/watertight while retaining as much of the original fabric as possible. Internally, it will be sympathetically adapted to create new spaces and upgraded to meet modern building standards, levels of comfort/accessibility, with new services/insulation. Accessible to the public for the first time in decades, its transformation from an eyesore and health/safety liability to a real community asset will remove it from the Buildings at Risk Register!

The Management and Maintenance Plan will be regularly reviewed and updated to help us look after the Flax Mill and manage the site appropriately after the project ends. A sinking fund will cover the cost of maintenance and repair (see Business Plan).

3. Heritage will be identified and better explained.

Silverburn Flax Mill has a rich history and connection to the local area, albeit not widely known today. Findings from the Industrial Archaeologist's research have expanded our knowledge of the building and its heritage, and pilot activities have demonstrated local interest in learning more, including identifying key themes and topics for Activities and Interpretation, across events/activities, research, talks and guided tours. The Interpretation Plan will be implemented to ensure that the heritage is explained in a clear, appealing and insightful way, within and outside the redeveloped Flax Mill, using printed and digital elements, so that everyone can understand, appreciate, and be inspired by it. We will tell the building's story and highlight its key features, as well as the stories of local people and volunteers.

4. People will have developed skills.

FEAT's activities within Silverburn Park already involve helping people develop technical, employability and personal skills including self-confidence and mental wellbeing. This project will build on this experience, enabling us to expand skills-development in new areas and to new audiences. The Activity Plan details opportunities across traditional building conservation, natural heritage, traditional crafts, historical research and project management. Construction industry trainee placements, traditional building skills workshops with young people, oral history and community research training for volunteers, estate/woodland management training, and Curriculum-linked children's activities are also planned. Staff/Board/volunteers and Friends will also receive training, embedding skills to ensure the heritage is properly understood, communicated, well-managed and looked-after long-term. We will also continue to provide a range of training/placement opportunities for local people, notably in the café and hostel (and wider Park), helping move people towards employment and/or education.

5. People will have learnt about heritage, leading to change in ideas and actions.

The Activity Plan and Interpretation Plan set out a diversity of opportunities for people to learn about and engage with the heritage, in ways that best suit them, from short drop-in sessions such as talks, hard-hat tours and taster craft events to more in-depth learning through volunteering and work placements, across four main themes. There will be something to interest everyone.

Feedback from pilot activities demonstrates that heritage-based learning opportunities can make a real difference to how people see themselves and their community: helping people prosper, be inspired and foster hope for the future. We believe that people will use the knowledge they have gained to spread the word about the Flax Mill/Silverburn, and take up new hobbies, studies and employment.

Activities targeting young people and encouraging new interests and attitudes to the natural and cultural heritage of the Park and community will help break down barriers that can prevent young people engaging in heritage, and reduce incidences of anti-social behaviour.

6. People will have greater well-being.

In line with FEAT's core aims, expertise and established practices at Silverburn, the Activity Plan inherently focuses on engaging with heritage to improve wellbeing and mental health. Connecting people with nature is key to local health professionals' use of Silverburn for emerging "social prescribing", also for physical health. The Flax Mill's position within the Park and linkage to the Fife Coastal Path encourages active travel and physical activity; the café will serve healthy, quality food (including produce grown onsite). The project enables a wider range of activities to bring measurable life-changing benefits (all measurable, as per the Evaluation Plan).

Covid lockdowns have proven the benefits of the Park and the project to wellbeing, with much higher visitor numbers and growing community support (Case Study of social valuation-the value of Silverburn Park as a community resource during the Pandemic, Socio-Economic Impact Assessment). Additionally, feedback from our Lantern Journeys activity confirms that it provided support and comfort at a time of great uncertainty, demonstrating how people can reconnect with their community and their heritage: participants reported enjoyment at being part of something collective, pride at what their community had achieved and connection, they felt better/it made them smile.

7. The funded organisation will be more resilient.

Security and longevity of funding is vital for our charity to continue achieving excellent outcomes for mental health in Fife. This project enables a robust and sustainable business model with self-generated income, reducing dependence on fragile longer-term grant and contract funding. The Flax Mill operational cashflow shows a rental income for FEAT Charity of £246,000 over five years. Additionally, annual surpluses will be gift-aided to FEAT (£34,000 over 5 years). The wider Park will generate £156,000 additional income. The project will provide us with a fit-for-purpose, permanent operational base for expansion of life-changing work across Levenmouth, meeting demand.

Support and training delivered during the Development Phase has helped strengthen our governance, with further ongoing skills development and Board/volunteer recruitment planned.

8. The local area will be a better place to live, work or visit.

Community consultations demonstrate strong support and tangible local excitement for the proposed Flax Mill development, as well as wider Park plans. Locals really want to see Silverburn returned to its former glory after decades of decline, with exceptional levels of engagement with the project and the Park during the Development Phase, in spite of the Covid crisis. So far, over £35,000 has been raised through crowdfunding, a compelling indicator of deep community commitment to the project in this area of acute deprivation.

2021's Socio-Economic Impact Assessment calculates that the value of Park usage is worth more than £1.1M in social value to the local community. The Flax Mill project will increase this further, demonstrating that the local area and community will be a better place to live, work and visit.

The new café, bunkhouse, exhibition space and workshop units will become a hub for the Park and a new visitor attraction for local residents, users of the Fife Coastal Path, and visitors from further afield; a hugely positive development in an area of Fife that lacks similar facilities. The need for the Flax Mill and Park to generate a sustainable income will be carefully balanced with the needs of the local community, ensuring that there are no barriers to engagement for those with little disposable income. Repairs to the Flax Mill will remove the air of neglect, and increased visitor/staff presence will deter anti-social behaviour. Activities and interpretation will connect the local community with forgotten aspects of their heritage, enhancing their sense of place and increasing their pride in the community, the Park and Levenmouth.

9. The local economy will be boosted.

The café and hostel, provisioned and serviced by local suppliers, will encourage more visitors, including Fife Coastal Path users, to more fully explore the area rather than bypass in favour of typical tourist hot spots (e.g.: Fife's East Neuk). The project will bring approx. 1,550m² floor space back into use. Workshop units and flexible meeting/event space will provide high quality, affordable facilities for new and existing businesses/users.

The Socio-Economic Impact Assessment demonstrates that the project will boost the local economy at every stage: generating employment, output and contributing to regional GVA while also retaining within Levenmouth a significant proportion of the income generated: once operational, every £1K of visitor spend onsite will deliver £420 GVA to benefit the wider region, with the Flax Mill generating £2.5M of output in Fife and £1.26M of Fife GVA, with a further £0.58M of output and £0.29M GVA benefiting wider Scotland and the UK.

Overall, analyses show that the construction phase will generate 155 jobs over 2.5 years, with 27 likely to benefit Levenmouth residents, 88 benefitting residents in other parts of Fife, and 40 in other parts of the UK. Once fully operational, the Flax Mill will generate c.34 jobs annually (17 directly, a further 3 in Levenmouth, 9 in other parts of Fife and 5 further afield). Additionally, the symbiotic relationship of the Flax Mill with Silverburn Park will create another 9 jobs (5 directly at Silverburn, plus 4 outside the park).

FEAT has a long track-record of delivering meaningful learning, volunteering, work experience and job opportunities to people who are furthest from the job market. Accessible job-creation and raising potential for earned income in poorer households will enable social mobility and equality, a compelling issue for Levenmouth. £637K annual employment income will benefit local households (where median weekly income is just £480, with approx. 50% as social security payments in lowest 5% SIMD areas).