



REVIVING ALL SAINTS IN THE COMMUNITY

INVITATION TO TENDER

BUSINESS PLAN CONSULTANT

The PCC of All Saints Edmonton wish to appoint an experienced Business Planner as part of the 'Reviving' project which seeks to revive our presence amongst our local wider communities; improve the management of our heritage building; and strengthen the capacity and resilience of our organisation. The overall aim for the 'Reviving' project is to establish an inclusive and sustainable future for both our heritage building and organisation.

The church does not currently have a Business Plan. The Business Plan produced will need to provide a robust delivery model, that includes the nearby church hall, meets identified local need and reflects the Christian mission of the PCC. The Business Plan should follow Good Practice Guidance from the National Lottery Heritage Fund.

- Client:** PCC of All Saints Church, Edmonton
- Subject site:** All Saints Church, Edmonton
- Address:** Church Street, Edmonton, London N9 9AT
- Site information:** The site comprises the church building and a separate unlisted church hall. The church is Grade II* listed and within the Church Street Conservation Area. Both are on the Heritage at Risk Register.
- Local Planning Authority:** London Borough of Enfield



Made possible with funding from:





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1.0 THE BRIEF

1.1 Overview

The PCC of All Saints Edmonton wish to appoint an experienced Business Planner to support the delivery of the 'Reviving' project. The overall objective for the appointed consultant is to ensure greater resilience for the PCC, and the long-term inclusive sustainability of the historic church. The Business Plan produced will need to provide a robust delivery model that includes the nearby church hall, meets identified local need and reflects the Christian mission of the PCC. The Business Plan is anticipated to be a key document in future funding applications for a larger repair and regeneration project, including to the National Lottery Heritage Fund.

The Business Plan commission can be summarised into the following three interdependent strands of work:

- Visioning, Community Audit and identifying audiences
- Development a Business Plan 2025-2030
- Review of capital options and identification of preferred option in conjunction with PCC and Conservation Architect
- Establishing a snapshot of impact of the preferred repair and reordering option on current operations

The Business Planner will commence in June 2024, and the commission is programmed to complete by the end of January 2025.

1.1.1 Summary of the 'Reviving' project

Our project seeks to revive our presence amongst our local wider communities, and improve our understanding of their needs by exploring, identifying, and building relationships with new and existing audiences. The project also aims to improve the management of our heritage building and strengthen the capacity and resilience of our organisation. We will also be undertaking a series of trial community activities over the next 6-8months and a package of urgent capital repairs to the south aisle external fabric - currently a health and safety risk. The overall aim is to identify and establish an inclusive and sustainable future for both our heritage building and organisation.

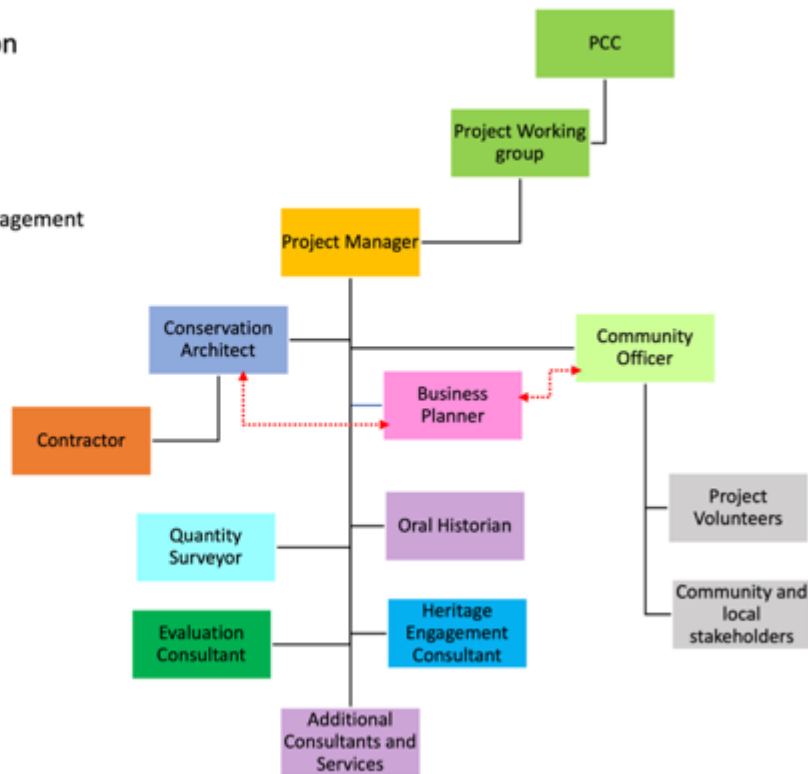
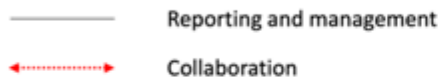
It is our anticipation that following completion of the Reviving project, we will look to develop and undertake a larger repair and regeneration project at the church to ultimately removes the building from the Heritage at Risk Register. The successful delivery of the Reviving project is therefore not only crucial to securing our short- and medium-term future, but also our long term future.

1.1.2 Project Team Organogram



Team Management Reviving All Saints, Edmonton

Key



1.2 Scope of Work

The church does not currently have a Business Plan. The Business Plan produced will need to provide a robust delivery model, that includes both the church building the nearby church hall, meets identified local need and reflects the Christian mission of the PCC. The Business Plan should follow [Good Practice Guidance from the National Lottery Heritage Fund](#).

The Consultant is required to:

- A. Make themselves familiar with the site and existing activities of the PCC
- B. Review existing project documentation.
- C. At commencement, provide an outline programme for the Business Plan to the Client.
- D. Agree/workshop a vision statement with the PCC to ensure there is a clear and shared motivation and understanding of what everyone is working towards with regards to the Business Plan.
- E. Early on, produce a desk-based Community Audit in order to build a profile of the community and to establish how All Saints can better support current and new audiences. Please identify:
 - Key Stakeholders (Build upon the Stakeholder Engagement Plan)
 - The demographic profile of the defined area
 - Existing Audiences
 - Audiences that are not being reached (split into defined groups)



- Current provision of facilities & services provided by local community groups and venues
 - Gaps in the provision, leading to unmet community needs
 - Spaces within the church building and church hall potentially available for use – access, parking, facilities, efficiency of heating etc.
 - Resources available to the PCC.
 - Develop a programme of stakeholder consultation to better understand local needs, aspirations, and to help identify, and in turn test, ways that All Saints can better support the community, including both charitable and income generating activities.
 - Direct the Community Officer to deliver on the ground consultation where appropriate; the Business Planner is to handle desk-based consultation.
- F. Develop a Business Plan in line with the National Lottery Heritage Fund Business Plan Good Practice guidance for the period 2025-2030. This will include but not be limited to:
- About All Saints as an organisation, its governance, management structures, current operations and resources.
 - Developing an organisational strategy for the next 5 years (2025-2030), incorporating any plans for future projects (please note point G of the Scope of Work, below).
 - Identify opportunities for growing existing and target audiences based on the findings of the Community Audit and further market research, in order to achieve sustainability and engage a wider range of people in the heritage of our historic church.
 - Market Appraisal of the current market, assessing potential and target audiences, and competitors; note that there is another Heritage Fund project also happening on Church Street ([Former Girls' Charity School](#)), which has some comparable community themes and spaces. The vicar for All Saints is on the Charity School's project board.
 - Identify opportunities for new partnerships or strengthening existing ones.
 - Provide a detailed SWOT analysis of All Saints, including both internal and external factors.
 - Prepare a detailed 5-year Income and Expenditure forecasts for the PCC commencing 2025.
 - Produce an organisational risk register.
- G. Support the outline scoping of a future repair and reordering project by:
- Collaborating with the Conservation Architect on how the building can or should adapt to further grow target audiences, meet identified local needs, and ensure a long-term sustainable future for All Saints. Consider the [National Lottery Heritage Fund Investment Principles](#) when doing this.
 - Review sketched options by the Conservation Architect and identify a preferred option in consultation with the PCC and wider stakeholders.
 - Prepare a 'snapshot' report on the impact of the preferred option on operations (i.e. staffing, income and expenditure). A QS will prepare indicative capital costs for the preferred option.
 - This proposed project should be referenced in the Business Plan's strategy, and the snapshot report should be appended as a separate document to the Business Plan.



- H. Make recommendations for next steps in terms of preparation for the delivery of the scoped repair and reordering project.
- I. Liaise with the appointed Fundraising Consultant to append a fundraising strategy for how future capital project costs might be met.
- J. Liaise with the Community Officer on the successes, challenges and lessons learnt of each of the trail community activities.
- K. Review the Heritage Engagement Opportunities and Barriers report to be produced by the Heritage Engagement Consultant and accommodate the findings and recommendations where appropriate.
- L. Review the Skills Audit and Outline Governance review delivered by the Project Manager and accommodate the findings and recommendations where appropriate.
- M. Review the Energy Audit delivered and accommodate the findings and recommendations where appropriate.
- N. Attend monthly Project Team meetings with the Client and provide monthly progress reports.
- O. Deliver a presentation to the PCC on the Draft Business Plan
- P. Provide guidance on how to review and manage the Business Plan.

1.2.1 Business Plan Outputs

A simple and clear word document, with appendices. The organisational 5-year income and expenditure forecast to be supplied as an excel document.

1.2.2 Interface with wider Project Team

The following appointments have been, or will be, procured and appointed separately by the client:

Role	Organisation	Key Responsibilities	Relationship to the Business Planner
Project Manager	London Historic Buildings Trust	Overall project coordination Delivery of a Skills Audit for the PCC and outline Governance Review Preparation of a new Sustainability Policy for the PCC	To be aware of Audit, Review and Policy findings and incorporate where appropriate
Conservation Architect	Donald Insall Associates	Preparation of an Assessment of Significance Architectural services for urgent works package	To work with the Conservation Architect on ways the church building and hall may need to adapt in the future to ensure sustainability



Quantity Surveyor	TBC	To cost future repairs and emerging options for adapting the building(s)	To note outline costs of the agreed adaptations in the Business Plan
Urgent Works Contractor	TBC	To deliver the package of stone repairs to the South Aisle	For info
Community Officer	Laura Owen	<p>Coordination of all community activities and workshops during the project</p> <p>Preparation of a Stakeholder Engagement Plan for the project</p> <p>Community liaison, on behalf of the PCC</p> <p>To support the Business Planner with consultation and ensuring the Business Plan reflects community needs and aspiration as it develops</p>	<p>To work in partnership to ensure consultation is delivered appropriate.</p> <p>Community Consultant to deliver 'on the ground' consultation as directed by the Business Planner.</p> <p>Business Planner to focus on the desk-based consultation.</p>
Evaluation Consultant	Greenwood Projects	To evaluate the project, and all activities within.	Partake in evaluation of the Reviving project as required
Oral Historian	Wendy Shearer	To scope and deliver the Oral History activity.	For info
Heritage Engagement Consultant	TBC	<p>To ensure heritage engagement and learning is embedded in all project strands</p> <p>To explore and consult on heritage engagement opportunities and barriers for future church activities.</p>	To review the Consultant's report on heritage engagement opportunities and barriers and incorporate where appropriate.
Energy Audit Consultant	TBC	To assess energy use and make short, medium and long term recommendations for reducing energy use.	To be aware of Audit findings and incorporate where appropriate
Fundraising Consultant	TBC	<p>Delivery of a half day fundraising workshop for All Saints PCC and other interested local organisations</p> <p>Preparation of a fundraising strategy based upon the Business Plan</p>	Outline Fundraising Strategy to be appended to Business Plan



Audience Development Consultant	London Historic Buildings Trust	Delivery of a half day workshop on identifying 'community' and audiences. Attendees from both All Saints PCC and other interested local organisations.	This workshop will ideally be held ahead of the Business Planner's work to help with laying the groundwork.
Building Maintenance Consultant	Society for the Protection of Ancient Buildings	Delivery of a half day workshop on identifying 'community' and audiences. Attendees from both All Saints PCC and other interested local organisations.	For info

1.2.3 Commission Timeline

The Business Planning commission will commence June 2024, with a submitted final document by the end of January 2025.

1.2.4 Sustainability

All members of the Project Team should demonstrate a commitment to developing and delivering a sustainable Project. Sustainability should be considered in reference to the UN's Sustainable Development Goals and the three pillars of environmental, economic and social sustainability and across all activities and at all levels of the Project.

1.3 Fee

A fee of £16,000 is available, including all consultant expenses (+VAT).

1.4 Consultant Specification

We are seeking a consultant (or consultancy team) who can demonstrate the following;

- at least 5-years' experience of developing and delivering Business Plans for similar projects, preferably at places of worship or other listed heritage sites.
- experience of developing Business Plans as part of a National Lottery Heritage Fund project.
- experience delivering Business Plans of a similar size and scale.
- the ability to be flexible and work collaboratively with the Client and Project Team.
- the ability to identify and build partnerships that that will maximise impact and viability.
- knowledge and experience of National Lottery Heritage Fund priorities and processes.

1.4.1 Insurance Requirements



Minimum insurance levels should be provided as follows:

- Professional Indemnity: £2,000,000
- Public Liability: £5,000,000

If these insurance levels are not in place at present, please indicate in your fee proposal what the current level is and whether you will increase to required levels if awarded the contract.

2.0 TENDER SUBMISSIONS

2.1 Deadline

Completed tenders should be submitted by Noon on Friday 10th May 2024 to the Project Manager, Hannah Southgate hannah.southgate@londonhistoricbuildings.org.uk.

The deadline for tender clarifications is Noon on Friday 3rd May 2024.

It is the Tenderer's responsibility to ensure that they are received on time. Interviews will be held over the week commencing 13th May 2024.

2.2 Format of Bids

Your response should consist of the following:

- a. The full tender response should be contained within a maximum of 5 sides of A4, and cover:
 - Methodology and Project Plan for carrying out the above brief
 - Two-three short case studies of similar work carried out within the past 5 years, preferably at a listed place of worship or another listed heritage site
 - A fee proposal, including a lump sum covering all professional fees and expenses; a breakdown of the number of days and day rate for each team member
 - VAT identified and shown separately in all figures please
- b. CVs for each team member can be sent as separate documents.
- c. A priced offer in the format requested (see Appendix A).
 - It is the Tenderer's responsibility to ensure all fees, rates and prices quoted are correct.
 - Tenderers will be required to hold these or withdraw their tender in the event of errors being identified after the submission of tenders.
 - 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 Directors for 90 days from receipt.



- d. 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.
- e. Evidence of appropriate insurances. All consultants should have Public and Professional Liability and Companies Employer's Liability if they have employees.

Please do not include generic information. Any general marketing material about your company or additional appendices that have not been requested will not be considered.

2.3 Evaluation Criteria

Tenders will be evaluated according to the following criteria:

Evaluation Criteria		Weighting
1. Quality		90%
1.1	Response to the Brief and understanding of the Reviving project	30%
1.2	Approach to Business Planning	30%
1.3	Meeting the Consultant Specification	30%
2. Value for Money		10%
Total		100%

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

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

Activity	Timescale
Tender Issued	10 th April 2024
Site Visits	TBC
Clarification Period	15 th April – 3 rd May 2024
Tender bid submission deadline	10 th May 2024; Noon
Interviews	w/c 13 th May 2024
Contract award	w/c 20 th May 2024
Anticipated start date	June 2024

3.0 ‘REVIVING ALL SAINTS IN THE COMMUNITY’ PROJECT INFORMATION

3.1 Background

All Saints is a Grade II* listed building, set back from Church Street in Edmonton, Enfield. As the character area appraisal for the Church Street and Fore Street Conservation Area states, All Saints is the 'key to the character of the area.' Dating from the 15th century, the present church contains fragments of a 12th century building, which were incorporated into the structure during 19th century modifications. It contains a range of fine monuments, 19th century wall paintings and stained glass. It represents the ancient heart of Edmonton.

Congregational giving and rental income from a nearby hall covers day to day operating costs, but is not enough to cover the cost of long-term repairs or improved facilities. The PCC are now committed to establishing a sustainable and inclusive future for the church, with this project acting the first step towards reaching this goal.

All Saints is an active church serving the immediate neighbourhood which is composed of a number of different ethnic communities, including: Afro-Caribbean; white British, African British and a growing Turkish community. Regular activities include two services a week and three every other week. The church is open daily for morning and evening prayer. It is open approximately 12 hours each week for local community access. The congregation now stands at 80. There are 183 on the electoral.

To date, All Saints has struggled to fully understand or meet the needs of the wider community, firefighting over the last 18 months to address urgent fabric challenges when the stone corbel supporting the roof truss above the Sanctuary sheared- its failure was probably caused by the saturation of the South Aisle roof. The church was added to Historic England’s Heritage at Risk Register in 2014, category C.



3.2 The 'Reviving' Project

Our project seeks to revive our presence amongst our local wider communities, and improve our understanding of their needs by exploring, identifying, and building relationships with new and existing audiences. The project also aims to improve the management of our heritage building and strengthen the capacity and resilience of our organisation. We will also be undertaking a package of urgent capital repairs to the south chapel parapet- currently a health and safety risk. The overall aim is to establish an inclusive and sustainable future for both our heritage building and organisation.

The main project strands are listed below:

- Exploring and engaging the wider community, identifying new and existing audiences and understanding need and opportunities through a **Community Audit** and, as part of the Business Plan; and via the Community Officer who will establish relationships, and encourage engagement with the heritage of St Andrew's.
- Consulting the community and local stakeholders on how they wish to use the building through one-to-one conversations during the preparation of the **Business Plan** and during a **consultation at an Open Day**.
- Agreeing the use of space at All Saints and the nearby church hall in line with consultation feedback and opportunity for income generation as identified in the Business Plan, enabling a viable capital project to be taken forward in the future.
- Understanding the building through an **Assessment of Significance** and embedding the findings into all heritage engagement and learning via the Heritage Engagement Consultant.
- Development of repair proposals for the **repair and conservation of the south chapel parapet stonework**, plus delivery of the urgent repairs. (The existing QI architect will develop the repair proposals – Ayaka Takaki at Donald Insall Associates, and this has been agreed with the NLHF.)
- Delivering **x 4 Training Workshops** for new and existing volunteers and target audience groups, including PCC members and wider Enfield heritage groups:
 - Audience Development (London Historic Buildings Trust- potential provider)
 - Maintenance (SPAB- potential provider)
 - Fundraising (To be delivered by the consultant appointed to prepare fundraising strategy.)
 - Stonemasonry for young people aged 16 to 19. (Donald Insalls Associates will provide and lead the workshop; participants to include students from Southgate Barnet College.)
- Trialling **x4 heritage-led community activities** to encourage new audiences to engage. Activities:
 - **Community Meal** for 30
 - **Open Day** with family fun heritage themed activities and a heritage talk. Target footfall 130



- **Oral History-** windrush themed conversations between Year 5 children and older members of the community about their association and memories of All Saints over the last 75 years. Target: 10 older members of the community and up to 20 Year 5 children from Latymer All Saints Primary school. Supported by the Untold Edmonton grant scheme.
- **Volunteer led research** project for up to 4 volunteers – research to be led and supported by volunteer local historians. Findings to be showcased during Open Day.

The Reviving project is being supported by the National Lottery Heritage Fund (NLHF) with a grant of £215, 833 (82% of the total project costs.). Other funders include the Diocese of London, Enfield Society, John Wild Foundation and Enfield Council via the Untold Edmonton project.

3.3 Project Timetable

The Reviving project is scheduled to conclude February 2025. A live programme can be requested.



APPENDIX A: FORM OF TENDER

Please complete this form and include it with the information requested in Section 2.2: Format of Bids.

Project: Reviving All Saints, Edmonton

Professional Service: Business Planner

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 (RIBA Stage 1 to 3)

Confirm figure in words: _____ plus VAT (delete VAT if not applicable)

1. Resources

Please state the number of days intended for the Development Phase:

2. Day Rates

Team	Day Rate (£)
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.

3. Expenses and Disbursements



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

4. Offer Period

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

Dated this _____ day of _____ 20__

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

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