



**Invitation to Tender (ITT)
for
Delapré Abbey –**

PROJECT DEVELOPMENT SUPPORT

Responsibilities: Matchfunding Management, Community Consultation & Co-Production, Activity Plan Development and Delivery, Business Plan Development, Interpretation Plan Development and Delivery, Development Appraisal, Valuation Study

Submission of Tenders: 12:00 16th December 2022

Any queries relating to this tender should be submitted to
richard.clinton@delapreabbey.org

Issue date: 26th November 2022



Brief for Project Development Support

Delapré Abbey is currently at the beginning of an National Lottery Heritage Fund funded development phase which will focus on the redevelopment of the 19th Century Stable Block to create space for social enterprise, social prescribing and wellbeing.

Working with the Delapré Abbey internal team, the appointed Project Manager and Multidisciplinary Design Team, the successful tenderer will be responsible for delivering:

1. Match funding Management
 - a. Development Phase
 - i. With Trust Fundraising Manager undertake a review of existing fundraising strategy.
 - ii. Identify match funding opportunities, that have not already been explored.
 - iii. With Trust Fundraising Manager identify development and training needs for the Fundraising Manager and wider team, and act as a mentor if required.
 - iv. With Fundraising Manager collectively develop the round 2 application for NLHF
 - b. Delivery Phase
 - i. Expectation is that the Fundraising Manager will undertake all match funding management requirements during this phase, if support is required this will be reviewed.
2. Community Consultation & Co-Production
 - a. Development Phase
 - i. Our Head of Engagement and Interpretation will lead on community consultation and co-production elements, provision should be made to support this role and the team in watching brief capacity.
 - ii. Support in coordinating project team members to be supporting the community consultation as and when required.
 - iii. With Head of Engagement and Interpretation identify development and training needs for the team and act as a mentor if required.
 - b. Delivery Phase
 - i. Expectation is that the Head of Engagement and Interpretation will work with the Engagement team to undertake all Community Consultation and Co-Production during this phase, if support is required this will be reviewed.
3. Activity and Interpretation Plan Development and Delivery
 - a. Development Phase
 - i. With the team, review the existing Action Plan ensuring it is suitable and remains relevant, and that the team have the skills and are sufficiently developed to create and execute Action Plans in the future.
 - ii. Support the Engagement and Volunteer Manager to develop a robust volunteer management system that is fit for the Trusts and Volunteer needs

- iii. Making use of existing data and assessing additional data needs provide an analysis of local socio-economic and health needs
 - iv. Review existing proposals for the following: physical activities, educational activities, volunteering, training, interpretation, and engagement activities with the team.
 - v. Support Head of Audience and Communication to deliver a marketing and educational Communications Plan
 - vi. With Head of Engagement and Interpretation undertake the preparation of a fully integrated activity plan to meet NLHF specification.
 - vii. With Head of Engagement and Interpretation identify development and training needs for the team and act as a mentor if required.
- b. Delivery Phase
- i. Support the team with the elements of Interpretation design and build.
 - ii. Test and Quality checking and feeding back to the team.
 - iii. Expectation is that the Head of Engagement and Interpretation and team will undertake all other Activity and Interpretation during this phase, if support is required this will be reviewed.
4. Business Plan Development, Development Appraisal and Valuation Study
- a. Development Phase
- i. Advise on process of marketing Delapré Abbey
 - ii. Look at current income and expenditure levels of Delapré Abbey
 - iii. SWOT analysis with Client Teams and key stakeholders
 - iv. Analysis of competitors and local need for spaces for hire
 - v. Consultation and engagement with potential users
 - vi. Forecast the future income from potential new hires
 - vii. Prepare a fully integrated Business Plan
 - viii. Feed findings into 10 year Maintenance and Management Plan and Activity Plan
 - ix. Undertake a Development Appraisal and Conservation Deficit Appraisal with the QS to NLHF Guidelines
- b. Delivery Phase
- i. With the Staff team and Trustees ensure good implementation of the Business Plan
 - ii. Test and Quality checking and feeding back to the team.

About the Stables Project

Utilising & building on the community asset of Delapré Abbey & Park through the stables development is a key way to meet these needs - creating a wellbeing hub that increases access, awareness, education, empowerment, knowledge and control over decisions about health - both physical and



psychological - for those that most need it, as well as access to third sector health care support that may prevent the need for primary care referral.

The 19th century stable block is a substantial, unused heritage asset on the important Delapré Estate. Although the complex of buildings (19th Century Stable Block, Apple Store, Gate Lodge and Gardeners Cottage) involved in this bid are not officially listed or designated by Historic England as At Risk, they do sit within a conservation area and have a significant attachment to the Abbey and Park, which contains a collection of Grade II and II* listed buildings and a scheduled ancient monument. Having been unused since the 1990s, the fabric of the buildings are increasingly deteriorating, including but not limited to rainwater and root damage to the foundations that will continue to cause damage if not addressed and are currently an unattractive feature clearly visible from footpaths and cycleways through the park.

We have developed plans, based on market research, comparator studies, an options appraisal process, consultation with a co-creative Steering Group, and discussions with interested leaseholders and service providers, for these to be transformed into a Wellbeing hub for Northampton and the surrounding areas. It will link the natural environment, heritage and culture of Delapré Abbey to improve the wellbeing of our community and young people, creating a local, county and region wide destination.

The buildings involved in our current proposals present an obvious opportunity to ensure the long term sustainability and maintenance of the whole Abbey site. The intention is that any development supports a thriving visitor and local economy, creates jobs and importantly supports the needs of our communities. We have already engaged 11 potential occupiers for the Stable Blocks, including General Practice Alliance, who are contracted through the PCN and Life Chances Fund to support social prescribing across Northampton. Other organisations hoping to lease space in the stables include Life Kitchen, who support those suffering from loss of taste and smell, Move4Physio, Pink Rooster, Creative Well-being Practitioners, and a Walking and Cycling Hub.

The Gardener's Cottage would be converted by this project to include accommodation for International Business Students from The University of Northampton, who will be offered work experience within the Abbey as part of their educational journey. The Gate Lodge will be converted to provide a versatile range of spaces that can be used to provide office or event hire, including community use. Delapré and Far Cotton community council have agreed that they will occupy this space to support greater community engagement across the site in partnership with the Trust

Once developed, as well as contributing to improving mental and physical wellbeing for our visitors and raising local pride, based on our economic impact assessment, the stable site and associated buildings could generate a potential GVA in excess of £1.2M for the local economy.

In 2020, having recognised the needs in the Northampton area, we established a Wellbeing Steering Group with other leading organisations to co-create service and activity solutions to commonly



identified themes including issues around accessibility, cost barriers, social anxiety and inconsistent health service provision. In addition to Delapré Abbey, the Steering Group has members from Warts and All Theatre Company (an inclusive and enabling group for young people), The General Practice Alliance, The University of Northampton, Northamptonshire Sport, and Northampton Leisure Trust.

Working together, and using a community participative approach, we have already begun to work towards raising awareness of Delapré Abbey Preservation Trust & social prescribing as a community asset, maximising opportunities to advertise this within health & social care services. We submitted a joint application with these organisations to the Thriving Communities Fund, and started working on this joint project in April 2021. We already run a series of wellbeing activities and workshops from within the grounds with our partners - you can find out more about our existing offer [here](#), but the stable blocks would provide a home for our partners and third sector healthcare practitioners and providers.

As well as creating a positive focal point for the town, helping to raise aspirations, interest in the Abbey and increasing visitor numbers amongst under represented audiences and the general public to 500,000 to the house and parklands per annum, we have shaped our project so that the following groups will benefit from this project:

1. Local people in need of developing their skills or confidence will benefit from the numerous apprenticeship and volunteering opportunities the project will provide.
2. Financially excluded families in the local community who will be able to access the completed site and engage in free to participate events and workshops linked to the wellbeing hub. Raising additional income from the Stables project will also mean that we are able to become free to enter for our local community, which would remove a further barrier to access to this group.
3. Groups with mobility challenges who will benefit from improved level access to the physiotherapy and healthcare services within the Hub.
4. Underrepresented migrant populations - in particular, we are committed to being a Place of Sanctuary for refugees as part of the Local Authority commitment, and the stable block would be no exception.
5. Those seeking to pursue active lifestyles and wellbeing benefits - including cyclists and walkers who can access cycle repairs and information about the new routes, made possible with joint funding from the Department for Transport grant around the Delapré Abbey estate that forms part of our larger project plans.

About Delapre Abbey



Delapré Abbey Preservation Trust (DAPT) is an independent charity set up to preserve and promote the heritage and natural environment of Delapré Abbey and the former Bouverie estate. We promote the 900 years of the Abbey's history, and the stories that have unfolded within and around the estate over this time - including the 1460 Battle of Northampton. The Abbey sits within over 550 acres of park and woodland, just one mile from Northampton town centre.

Within Northampton we strive to make a positive impact supporting the social, health, economic and cultural prosperity of the community. The stable block, site and park is owned by West Northamptonshire Council, with DAPT having a 120 year lease hold for the main Abbey complex, areas of open space and an agreement to lease on the stable block.

Delapré Abbey is located in Delapré, Far Cotton and Briar Hill area of Northampton, one of the top 10% most deprived areas in the country - where deprivation has a noticeable impact on the life chances of young people & increased health and associated educational inequalities. With the ongoing wellbeing challenges presented by the pandemic, and the needs of our local communities, the timing of this work is imperative. The UK COVID Social Study reported levels of depression & anxiety are highest in young adults, people living alone, people living with children, those with a lower household income, people from BAME groups, & people living in urban areas - all of which matches the profile of many of our local audiences.

Project Timing

This development phase of works will include commencement to RIBA 4 and planning submissions by autumn 2023, which will then allow us to plan and progress our capital works programme through targeted NLHF Round 2 delivery phase and matchfunding support with application submission in October 2023.

With built in optimism bias, our programme of works expects to achieve project close out and handover (RIBA 6) by July 2025.

Person/organisation specification

- Experience and knowledge of historic buildings or heritage assets.
- A strong and demonstrable track record of successful consultation and community engagement
- Experience of working on large and complex heritage projects.
- A strong and demonstrable track record of business plan development in the heritage sector.
- Exceptional project management skills in the heritage sector.
- Demonstrable experience of managing projects to deliver agreed milestones on time and within budget.
- Excellent negotiation and communication skills.
- Strong change management skills.



- Excellent problem-solving skills.
- Ability to juggle a variety of tasks to and meet deadlines.
- Flexible attitude.
- Good reporting skills.

Submission of tender – please read carefully

The purpose of the tender response is to enable Delapre Abbey's Trustees to evaluate your understanding of our requirements, the suitability of your proposed approach and experience and skills of your team.

Your response should consist of a written tender document which will:

1. Outline how your or your company's skills meet the project brief and the person/organisation specification.
2. Case studies of three other projects that you have worked on which demonstrate your experience in the areas outlined by in the project brief.
3. Your methodology for meeting the milestones.
4. How you would engage the wider project team in order to meet the milestones and details of any consultants you would appoint with their experience.
5. A breakdown of days and costs for you/your company and the project team will need to deliver this project within budget, and linked to the milestones.
6. Confirmation (with copies of the certificates) that you hold Public and Professional Liability Insurance and Companies Employer's Liability Insurance (if you have employees).

Please note:

Do not include any generic information about your company. Any generic information that has not been requested will not be considered.

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 tender valid and open for acceptance by Delapre Abbey for 90 days from receipt.

Deadline and key dates

The deadline for receipt of tenders is 12:00 16th December 2022
If required Interviews will take place on the 5th January 2023

Budget

The following figure has been allowed for all RIBA stages
£102500 (Development Stage) and subject to successful delivery stage application £30,000 (Delivery Stage) both exclusive of vat

Evaluation of tender

The tender will be evaluated as follows: Please only share two pages (A4) for each answer

Experience of similar projects (25%)

Please tell us about your experience and how that will have a positive impact on our project, and what learning you will be able to bring. It is an expectation that you will have supported on a National Lottery Heritage Fund capital project previously (preferably Heritage Enterprise)

Skills, Experience & Quality (25%)

We want to know who we will be working with, and what they will bring to our project team. How are they special in their fields, and how they will help us raise our game going forward. We are keen to share previous experience with the project team.

Communication skills (10%)

Projects succeed and fail on the quality of the communication. Tell us about your communication skills, how will you effectively communicate and keep the collective project team in the picture?

Experience of working with a team of specialist consultants (10%)

We are building a high performing project team, that will collectively work together to achieve our desired outcomes and ensure the project is executed effectively. How will you ensure you support the collective approach with fellow specialist consultants?

Resource and expertise to deliver project on time and on budget (10%)

We want to know who will be supporting and when, and have they got capacity at the right times?

Value for money (5%)

Please tell us how you would add benefit beyond what you have already outlined, and how the Organisation would benefit from this?

Change management experience and legacy building (15%)

Whilst we are focused on the project, we want to ensure a legacy. Please tell us about how you will support the development of the Organisation, and its Staff, Volunteer and Trustees.



Delapre Abbey 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 Delapre Abbey's discretion.

Quality assessment table

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

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 one week before the date for receipt of tenders. This will allow time for Delapre Abbey to prepare a response to all tenderers before the tender deadline and for all tenderers to incorporate the clarification prior to the tender deadline.

Site visits will be welcomed and the team are available on the w/c 5th December 2022. These should be arranged with richard.clinton@delapreabbey.org.



Non-consideration of Form of Tender

Delapré Abbey 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. Delapré Abbey may also refrain from considering any Form of Tender if the Tenderer does not provide all of the information required.

Tenderer's Warranties

In submitting a Tender, the Tenderer warrants that:

1. All information provided is true, complete and accurate in all respects including details of previous projects being presented as examples,
2. It has full power and authority to enter into the Contract.
3. It is of sound financial standing, and
4. Its partners, directors and employees are not aware of any circumstances that may adversely affect such financial standing in the future.

Confidentiality

All documentation issued by Delapré Abbey 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 written consent of Delapré Abbey. The documents which constitute the project and all copies thereof are and shall remain the property of Delapré Abbey and must not be copied or reproduced in whole or in part and must be returned to the Delapré Abbey upon their request. All information provided by Tenderers as part of a tender return will be treated as confidential. Freedom of 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

Contact

We welcome questions or discussions about the brief prior to the submission of tenders.

If you would like to get in touch please contact Richard Clinton, Chief Executive of Delapré Abbey at richard.clinton@delapreabbey.org. All questions must be sent no later than **five working days** before the receipt of tenders.



Role, Scope and Responsibilities – Business, Development Appraisal, Valuation and Match Funding Management

The Project Support Consultant will be required to work with the Project Team towards the development and successful completion of the NLHF Round 2 Application in November 2023. The Business Planning Consultant will work with Delapré Abbey and other consultants to research, understand, model and present the financial and other business matters of the project.

The Business Plan will look at the market for the Stables Block project and detail revenue, governance, management and staffing implications, as well as assess risk, for the project outcomes. The Plan will need to include organisational and financial models that will support a sustainable delivery of the project. This will include the potential for income generated through different enterprise models, will be in compliance with the 2019 National Lottery Heritage Fund guidance (Strategic Framework 5).

To research, understand and prepare a Business Plan & Development Appraisal for the Stables Block project that adheres to current NLHF guidance;

To understand the current marketplace and potential and target markets as part of the market appraisal

To detail the management, governance, staffing and volunteering structure necessary to deliver the project outcomes;

To undertake any events, retail and catering planning;

To support the Fundraising Manager in developing match funding applications;

To develop a sustainable revenue statement that has clearly evidenced assumptions, based on sensitivity and competitor analysis;

To produce a forecast project income and expenditure account and a forecast project cash flow statement;

To assess risk for the development and operation of the project;

To assess the impact of the project on the wider organisation;

To undertake stakeholder consultation as required;

To provide an updated Valuation Report in line with NLHF Development Appraisal guidance;



To liaise with the wider project team and fully participate in the project development;

Prepare a **RIBA 3 level** presentation for the NLHF mid development phase review;

To set up all job descriptions, detailed action plans for delivering the project and operational planning;

To make recommendations on skills gaps and development needs of the organisations and incorporate training needs into the project delivery phase;

Keep full and proper records of all meetings and negotiations conducted in connection with this work;

Work closely with stakeholders, the Project Board and staff at the NLHF and attend all application advice workshops as necessary;

Role, Scope and Responsibilities – Community Consultation & Co-Production Activity Plan, , Interpretation Plan Development and Delivery

The Consultant will be required to work with the Project Team towards the development and successful completion of the NLHF Round 2 Application in November 2023. The Activity Plan will detail how various audiences will be engaged in the heritage of the Stables Block project, and will demonstrate the associated learning, volunteering, participation and other outcomes for people and the wider community. The Consultant will ensure that the Trust and the wider project team are aware of the management issues and address them appropriately in any capital work, interpretation or activities. The Activity Plan will be developed in accordance with the 2019 National Lottery Heritage Fund guidance (Strategic Framework 5).

Support the Head of Engagement and Interpretation with research, to enable the development of a fully costed Activity Plan for the Stables Block project. The Activity Plan will include, as a minimum, the following sections:

Looking at where we are now

Assess the Delapré Abbey Preservation Trust and current engagement and commitment to engaging people and communities, current training needs, volunteering opportunities and marketing requirements

Identify current audiences, including demographic research, barriers to engagement, hard to reach and target audiences

Impacts/benefits of Social Prescribing



Assess current activities and offers at the site, and how people respond and engage with them and understand relevant comparators

Design a Consultation Strategy and undertake appropriate consultation with current and target audiences, key stakeholders, the general public and other groups and individuals as agreed with the Project Board;

Making strategic decisions about how to engage people

Identify the engagement aims and outcomes for people and the community and understand how these relate to the other project aims and outcomes

Identify target audiences and their needs, and how these audiences will be attracted and developed

Identify realistic, appropriate and good value activities for people, ensuring that there is synergy between the interpretation plan and other wider project aims

Support the Identification of how the outcomes will be evaluated feeding in to separate evaluation brief.

Identify the longer-term benefits and sustainability associated with the activities Provide a realistic and proportionate cost for activities and events

Prepare a costed Action Plan that details the planned activities, including target audiences, specific outcomes, resources, costs, programme and evaluation methods

Liaise with the Project Team to ensure that the engagement outcomes are embedded throughout the overall project objectives;

Prepare a **RIBA 3 level** presentation for the NLHF mid development phase review;

Provide risk management for the Activity Plan, and escalate issues as required;

Keep full and proper records of all meetings and negotiations conducted in connection with this work;

Work closely with stakeholders, the Project Board and staff at the NLHF and attend all application advice workshops as necessary;

Any other items appropriate to the position and grade.



Appendices

- A. Existing location and site plans
- B. Site photos
- C. Concept drawings and artists impressions
- D. Miscellaneous - Options Appraisal, Feasibility Study, Structural Report
- E. RIBA Plan of Work Stages