

Hawksmoor300 – A landmark for Limehouse

Brief for Commissioned Work:

Evaluation Consultant

December 2024 (Updated January 2025)

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1.0 Introducing the Project

1.1 Summary

This Brief sets out the requirements for the commissioning of an Evaluation Consultant for the Hawksmoor300 project.

1.2 Background

Designed by the internationally renowned architect, Nicholas Hawksmoor, and completed in 1730, St Anne's Church is Grade I listed and one of the most significant church buildings in the UK. It is considered an epitome of the English baroque movement, an icon of built heritage and landmark of Limehouse, and integral to the history of the region's diverse communities.

The building is currently on Historic England's Buildings at Risk Register and suffers from chronic inaccessibility. As St. Anne's Limehouse approaches its 300th celebrations in 2030, the Parochial Church Council has chosen this once-in-a-lifetime opportunity to launch its Hawksmoor300Limehouse Campaign to address the building's problems and create the improvements that will be the catalyst for sustainable and inclusive change.

1.2.1 Vision for the Project

Hawksmoor300: A landmark for Limehouse.

Hawksmoor300 is our ambitious campaign to revive St Anne's Limehouse for its 300th anniversary in 2030. The Grade I listed church by Nicholas Hawksmoor – one of the finest buildings in England – is currently on the Heritage at Risk register and we have a once in a generation opportunity to save it.

Our vision is to transform St Anne's Limehouse by restoring and protecting this unique heritage asset, while adapting it for a wider range of contemporary uses. We will develop a vibrant community and cultural programme, inspired by and anchored in our historic story that will support local people, breathing new life into one of the most iconic churches in London. Here creativity, community and Christian ministry will thrive together, as Hawksmoor always intended, to serve the fastest growing and most densely populated borough in England.

As a prime example of the English Baroque and witness to 300 years of history, St Anne's will enable visitors to explore and connect with both the history of the building and the stories of the successive waves of immigration that have shaped Limehouse.

- In conserving and restoring its architectural glory and making it fully accessible, we will preserve and transform St Anne's into a vibrant community and cultural hub that can serve the East End for the next 300 years and beyond.
- Alongside its core purpose for Christian worship, new, flexible and well-equipped spaces will promote arts, theatre, music and cultural events and community activities that encourage creativity, provide employment opportunities and foster civic pride.

- Community gardeners will help us to shape and landscape the large gardens that frame the church, including the creation of a remembrance garden to commemorate the role of Limehouse's ever-changing communities in our heritage story. This tranquil green space will encourage wellbeing in a local authority area with the highest rate of child deprivation in the country, where many homes lack private outdoor space.
- We will provide volunteering opportunities and skills training to develop a new generation of artisans to preserve the nation's historic buildings. We will embrace sustainability to create a model for future community projects that balance preservation with environmental responsibility and leave a legacy for future generations.

2.0 Scope of Service

2.1 Introduction

The brief is for an Evaluation Consultant for the Hawksmoor300 project during the Development Phase. We are also accepting Tenders from Consultants who wish to work on both the Development and Delivery Phases. The work should be carried out in line with [Evaluation good practice guidance | The National Lottery Heritage Fund](#)

All Development Phase work from the Design Team, Activity Planner, Business Planner etc has now been completed to RIBA 3. The remaining work to be completed is Interpretation Design, Fundraising and Evaluation. We are anticipating an August submission to NLHF of the R2 Bid, so are happy for you to propose a programme that works to this submission date.

2.2 Basis of Appointment

The employer will be St Anne's Church, Limehouse.

If tendering for the Development Phase, the contract will run from appointment to the end of Development Phase, predicted to be around August 2025.

If tendering for both the Development and Delivery Phase, the contract will run from appointment to the end of the Project, predicted to be around November 2029. There will be a break clause between the Heritage Fund Round 1 and Round 2 applications.

2.3 Professional Fees

This work has a budget fee of £7,500 for the Development Phase and up to £20,000 for the Delivery Phase, both including travel and expenses but excluding VAT. Payment stages to be agreed with the chosen Consultants. The Consultant(s) is expected to tailor their work to the demands of the programme and some occasional evening working may be required.

2.4 Scope of Service Summary

2.4.1 Development Phase

Development Phase Evaluation includes gathering baseline data, pilot activities feedback, reviewing the processes of Development Phase including successes, challenges and learnings:

- Evaluate the Development Phase and submit a report that meets Heritage Fund requirements; this will be submitted with the Development Phase completion report.
- This has been a challenging Development Phase and while preparing the Evaluation Report, consultation will be required to review processes and reflect learning from project management, fundraising, architectural, conservation, business planning and interpretation development.
- Develop a robust evaluation framework to accompany the Round 2 application, working with project team and coordinating with Activity Consultants BR!L who have prepared an evaluation framework for their Delivery Phase activities programme.
- Contribute additional information regarding evaluation to accompany the Round 2 application if required.
- Be prepared to update the evaluation framework if required, following a client and NLHF feedback period.

2.4.2 Delivery Phase

Delivery Phase Evaluation encompasses capital and activity works including the impact of training, activity plan delivery and impact, overall shift in profile and numbers of visitors/ audiences, attitudes to new interpretation and general visitor experience, the Business Plan, KPIs etc:

- Developing, piloting and refining evaluation tools that any Staff or volunteers can use to evaluate any activities, events and the volunteering experience to learn lessons and feed back into future activities.
- Given the limited capacity of the church project team, we request that the requirements of the Delivery Phase evaluation framework are realistic and streamlined so as to be achievable.
- Utilise evaluation techniques that can successfully be used with underserved audiences and participants who may not have English as their first language
- Evaluate programmes with partners.
- Work with St Anne's Limehouse's operational team to collate data on visit patterns, volumes, demographic etc.
- Set up and implement a framework to evaluate digital engagement.
- A series of qualitative interviews with members of the Project Board, and Project Team including Design Team, Consultants and staff involved in the capital restoration to feed into interim report.
- Delivering training sessions with St Anne's Limehouse staff and volunteers on using evaluation tools effectively and managing data.
- Assist St Anne's Limehouse with the collection of information on activities, volunteering, training, formal and informal learning, which can be used in preparing Heritage Fund quarterly reports.
- Prepare annual interim evaluation reports of the Project.

- Prepare a final Heritage Fund compliant evaluation report of the Project, under the direction of St Anne's Limehouse that focuses on the extent to which the project met its intended outcomes for inclusion, skills, wellbeing, the local area, economy and organisational resilience. The report should provide a narrative of the story of change, what went well, what went less well and lessons learnt for the future of the church, other similar projects and Heritage Fund itself.

Coordination will also include the following:

- Prepare for and attend some Project Team meeting(s) ensuring sufficient material is provided in at least one week in advance to the Client Project Manager.
- Provide quarterly reports on progress.

2.4.4 Skills, Experience and Knowledge

St Anne's Church Limehouse is looking to appoint a Consultant who can demonstrate the following:

- Experience of evaluating at least two Heritage Fund capital projects (value of at least £2m) through to completion.
- Experience of evaluating a range of programmes using different methodologies.
- Practical experience of, and access to, tools such as Survey Monkey.
- Commitment to evaluation that encourages a reflective approach to activity.
- Strong report writing and presentation delivery skills.
- Ability to be flexible and work collaboratively with St Anne's Limehouse and the rest of Consultant Team.
- A genuine affinity with the Project vision.
- Experience utilising evaluation techniques that can successfully be used with underserved audiences and participants who may not have English as their first language.
- Experience developing evaluation frameworks that are realistic, streamlined, and easy to use for a client team with limited capacity.

3.0 Tender Instructions

3.1 Tender Requirements

The following documents must be provided:

- A staged fee proposal including expenses
- Form of Tender (Appendix I)
- Responses to Quality Criteria
- Two references of Clients for whom you have completed similar work that we can contact
- Details of any assumptions made in preparing the above information
- Copies of Insurance Certificates for Professional Indemnity, Public Liability, and Employer's Liability (Employer's Liability not applicable to sole traders)

Please note that the following might be asked on request:

- Company accounts for the last three years
- Company history

3.2 Submission

Tenders must be submitted by no later than **5pm on Friday 24th January 2025** via email or WeTransfer or other file sharing system to administration@focus-consultants.com and the email subject title to state “Hawksmoor300: Evaluation”.

During the tender period, should the tenderer wish to present questions or seek clarification on any information contained within this pack, requests will only be considered up to 10th January 2025. Please submit any queries to administration@focus-consultants.com.

3.2.1 Procurement Programme

The programme for the procurement process is as follows:

Deadline for questions	10 th January
Deadline for responses	13 th January
Deadline for submissions	5pm 24 th January
Interviews (if required)	10 th or 11 th February
Award of appointment	17 th February
Appointment commences	18 th February

The procurement programme, and other programmes, may be subject to change.

3.2.2 Selection Criteria

Qualitative	
Relevant experience of Evaluation for Heritage Fund funded major capital projects (or similar) in the heritage sector	20%
Experience of working with similar organisations to churches	20%
Methodology for the project	20%
CVs of the key personnel that will work on the Project	10%
Quantitative	
Price Overall	30%

3.2.3 A desktop assessment will be carried out of all tenders received against the criteria outlined below. Where questions are to be scored and weighted, each question and sub-question will be scored in accordance with the scoring matrix below. The score will then be awarded and the percentage weighting applied to give the weighted score for that question.

Capability	Response	Remark	Marks
Supplier is likely to be able to meet the needs of the Client.	Response exceeds the anticipated answer and is completely convincing and relevant to the Project with substantiation from independent sources and references.	Absolute Confidence	10
Supplier is likely to be able to meet the needs of the Client.	Response comprehensively answers the question and is convincing and relevant to the Project.	Confidence	8
Small risk that Supplier will not be able to meet the needs of the Client.	Response sufficiently answers the question without omission and is generally convincing and relevant to the Project.	Minor Concerns	6
Moderate risk that the Supplier will not be able to meet the needs of the Client.	Response has minor omissions and is in part(s) unconvincing or irrelevant to the Project.	Moderate Concerns	4
Significant risk that the Supplier will not be able to meet the needs of the Client.	Response has major omissions and is largely unconvincing or irrelevant to the Project.	Major Concerns	2
Supplier will not be able to meet the needs of the Client.	No response or misleading response provided.	Not Acceptable	0

The price related elements of the qualitative criteria will be scored in accordance with the following:

The lowest price or percentage will be awarded maximum mark of 10. All other tenders will then be assessed against the lowest with marks being deducted by the percentage that their submission is higher as per the worked examples below. Note that the minimum score that will be awarded is 0. Note that St Anne's Limehouse do not have to accept the lowest tender or any tender.

Example 1	Tender Price	Percentage Difference from the Lowest (x%)	Calculation of Score $10 - (10 \times x\%)$	Score Awarded
Tenderer A	£10,000	0%	$10 - (10 \times 0\%)$	10
Tenderer B	£12,000	20%	$10 - (10 \times 20\%)$	8
Tenderer C	£17,000	70%	$10 - (10 \times 70\%)$	3
Tenderer D	£25,000	150%	$10 - (10 \times 150\%)$	0

Example 2	Tender Percentage	Percentage Difference from the Lowest (x%)	Calculation of Score 10 – (10*x)	Score Awarded
Tenderer A	20%	0%	10 – (10*0%)	10
Tenderer B	25%	25%	10 – (10*25%)	7.5
Tenderer C	30%	50%	10 – (10*50%)	5
Tenderer D	45%	125%	10 – (10*125%)	0

The resource related elements of the qualitative criteria will be scored in the same way but to the inverse with the highest resource awarded maximum mark of 10. All other tenders will then be assessed against the highest with marks being deducted by the percentage that their submission is lower as per the worked example below. Note that the minimum score that will be awarded is 0.

Example 3	Tender Resource Days	Percentage Difference from the Highest (x%)	Calculation of Score 10 – (10*x%)	Score Awarded
Tenderer A	200	0%	10 – (10*0%)	10
Tenderer B	180	10%	10 – (10*10%)	9
Tenderer C	140	30%	10 – (10*30%)	7
Tenderer D	30	85%	10 – (10*85%)	1.5

Appendices

Appendix I Form of Tender (See Separate Word document)

Appendix II Programme

Appendix III Detailed Background

Appendix I – Form of Tender

(See separate Word document)

Appendix II – Programme

Appendix III – Detailed Background

1.2.2 The Project

Environmental Sustainability

The Church of England has set 2030 as the target for all its churches to have reached carbon zero. Reducing the carbon emission of St Anne's has been one of the driving principles for the proposed development. As such, the possibility for introducing measures to reduce this have been considered at all stages of the design process so far and will continue to be core to the project as it progresses. All work connected with the building scheme will be based on good conservation principles and through renewal the intention is to reduce carbon emissions and running costs.

Capital Works

St Anne's Church is currently listed on Historic England's 'Heritage at Risk Register' (1357808), and is designated as Priority C - Slow decay, no solution agreed. The Church is in desperate need of restoration and, as one supporter has put it, "... has something of a 'faded glory' feel". The impact of damp and water ingress on walls, plaster and paint work is immediately evident in the nave and gallery areas. In the crypt, partial removal of burial vaults, Second World War 2 alterations to create a refuge and shelter, works to accommodate heating systems, and the conversion of the eastern end of the building to create a new church and community room, have created a chaotic space. Much of the Church and particularly the Crypt is inaccessible and unsafe and in a state of extreme disrepair.

The project's core aim is to address this by implementing the recommendations set out in the 2021 Quinquennial Inspection:

- Stained glass repairs (urgent) – work now in progress, as a separate project
- Masonry repairs various (requiring immediate attention)
- Heating system renewal (requiring immediate attention)
- Flashing pointing and window repairs (require attention 12-24 months)
- Ceiling repairs – various areas (requires attention 12-24 months): the ceilings in the north and south porches are in poor condition. The plasterwork is at risk of falling, and the ceilings need urgent repair and replacement. The main ceiling in the body of the church suffered decades of water penetration and neglect in the late 20thC. The strengthening works while completed did not deal with the major areas of plaster loss particularly above the northern and southern galleries, and below the southern gallery. These areas require urgent repair.
- General repairs and redecoration/reinstating of the 1859s decorative scheme (require attention 12-24 months)
- Work to western steps; steeplejack inspection; timber repairs; external decoration; refix window grilles; redecoration; internal plasterwork repairs; internal masonry repairs; internal timberwork; churchyard works (require attention before 2026).

Other items, highlighted by the architect in the project's architectural feasibility study are as follows:

- The Hawksmoor staircase in the south-eastern corner of the church is in poor condition and is at imminent risk of loss if not repaired.
- The plain glass windows above gallery level require overhaul and replacement of lost and broken glass. This is urgently required to keep the building watertight.
- Minor fracturing of masonry on the tower (a subsequent steplejack inspection has dealt with the most urgent items).
- The electrical installation requires replacement and upgrading.
- With the north and south porches there will come a point where they cannot be used for risk of falling material, and that will be the same with the Gallery.
- Basic maintenance could be improved, e.g. a regime of clearing parapet gutters etc. to avoid water penetration which will in turn lead to further and serious water penetration.

Activities

Over the past year the St. Anne's project team has undergone a rigorous Activity Plan development process, led by experienced heritage consultants. This began with a thorough exploration of aims, approaches and potential target audiences. Key considerations were around aligning the project closely with the organisations aims, building local partnerships, leveraging St. Anne's unique local heritage stories, and ensuring activities are relevant to target groups. The four target audiences for the project were identified as:

1. Limehouse residents, especially adults living in social housing, those on lower incomes and those experiencing loneliness
2. Families, especially single parent families and those from British Bangladeshi and other ethnically diverse backgrounds
3. Young People aged 16 – 25
4. Heritage enthusiasts

The Activity Planning process was very positive, with a highly engaged client team at St. Anne's, a consultant team working in close collaboration and external stakeholders and partners generously offering their time and insights. A period of thorough research into the local context helped to create a shared understanding of the external environment in which the project will operate, and key insights into current and potential new audiences.

An extensive consultation process enabled further exploration as to the needs, motivations and interests of the target audiences. A range of creative focus groups, one-to-one interviews, online and in person surveys, drop-in sessions and a pilot activity day at St. Anne's enabled the direct feedback of over 701 people, which underpins this plan. Additionally, research was undertaken to identify and learn from best practice elsewhere, as well as interviews and meetings with potential community collaborators to determine opportunities for partnership working.

Further consultation with the congregation, current volunteers and the client team provided comprehensive feedback on activity preferences as well as practical and resource considerations. The resulting final consensus is articulated within this document.

Our research concluded that there are clear and substantial ways in which this project can make a real difference to individuals and communities in Limehouse and surrounding areas of East London. Doing so can support local strategic objectives and address identified community needs. There are exciting opportunities for the project to play its part in addressing local issues, connecting people with the churches green space for therapeutic benefits and providing a dedicated community space where people from different backgrounds and circumstances can connect, socialise, learn from and support each other.

Within the consultation, several themes emerged as of particular appeal to target audience groups and are reflected in the final programme:

- Activities that support wellbeing and positive mental health
- Activities that utilise and animate the green space around the church
- Activities that celebrate the lives of Limehouse residents – past and present
- ‘Community hub’ activities which purposefully bring people together from different backgrounds & groups to combat loneliness
- Activities that support local, independent craftspeople/independents
- Activities that capitalise on a strong interest in broader River history and stories about St. Annes’ connection to the Thames
- The creation of a community ‘memory bank’
- Activities which explore local film and literary connections

These themes will be explored through free participatory activities and events, as well as new interpretation, detailed in the Interpretation Plan. The activities in the plan have been specifically designed to meet local need and help the project strengthen relationships with specific target audiences. The activities have been grouped into four themes:

- Limehouse Lives activities
- St. Anne’s community and creative hub
- Hawksmoor’s heritage activities
- Digitising St. Anne’s

A team of new volunteers will be recruited to support the delivery of the Activity Plan and the creation of new and additional volunteer roles will help grow and diversify the volunteer force including gardener, history detective, tour guide, event host and community ambassador roles. A National Lottery Heritage Fund Round 2 Development Phase Activity Plan has been developed by our Activities Consultants, BR!L. They have developed an evaluation framework for their Activity Plan, so close coordination with BR!L will be required.

The Activity Plan spans a three-year period, is designed to engage with at least 20,060 people and will offer 68 new volunteering opportunities.

It will be managed by five new roles – a full time Operations Director, a full time Activities and Events Manager, a part time Volunteer Enabler, a part time Finance and Admin Officer and a part time Community Gardener. Further support will be provided by Digital and Evaluation Consultants.

It will provide 2 x new apprenticeship opportunities and result in a 50% uplift in unique web visitors and web page views.

The total cost of the activity plan is £691,598.

The project will have vital legacy beyond this three-year period. As well as developing enduring resources, displays, skills and partnerships, there is an emphasis on embedding community co-curated activities into operations permanently.

There is a significant opportunity for sharing lessons from this project, not least because it will reach target groups – especially people from diverse ethnic backgrounds – who are typically vastly underrepresented in heritage audiences. Learnings will be shared with the sector which could offer a blueprint for others to connect and co-create with new audiences. Consequently, the project is set to be highly exciting and valuable, not only for the local community it will engage but for wider heritage practice.

Interpretation

An Interpretation Plan has been also developed by BR!L. We have recently procured Simon Leach Design as Interpretation Designer.

The following three themes were developed by the Activities Coordinator and Interpretation Planning Consultant:

1. Overarching Idea:

The iconic church of St Anne's has been at the centre of Limehouse's community life for 300 years. This unique landmark has borne witness to, and been shaped by, the local area's ever-changing stories and the needs of the local community.

2. Core Themes:

- Limehouse Lives – the people of St. Anne's and wider Limehouse social history stories
- Maritime and nautical connections
- Hawksmoor, architecture and design
- Environment, nature and sustainability

3. Learning Aims:

The interpretation at St. Anne's is designed to:

- Increase visitors' understanding of the heritage of St. Anne's and Limehouse
- Encourage visits from our target audiences and help them feel comfortable and welcome in the space
- Enable target audiences to see that heritage can be 'for them'
- Encourage questions, discussion, conversation, activity, interaction, enjoyment and pride
- Be thought provoking, inspiring and entertaining
- Connect the outside space with the inside spaces, using cohesive and consistent themes throughout

Training

There is a real shortage of skilled and experienced conservation professionals. The project at Hawskmoor300 presents an outstanding opportunity to allow young professionals and we expect each Consultant to support the training of young people in the delivery of this project. Provision of training, apprenticeships and work experience will also be built into the requirements for Consultants and Contractors. As part of the procurement process for each Consultant we are asking how they can support the training of young people in relation to their profession. This will be pulled together to contribute to the Activity Plan and coordinated in order to maximise its impact.

Budget

The budgets for Development and Delivery Phase of the project are as follows:

Description	Order of Cost	VAT	Total incl. VAT
Development Phase			
New staff	159,126	0	159,126
Professional fees	414,716	66,320	481,036
Opening up works/surveys	43,382	8,676	52,058
Capacity building activity	0	0	0
Recruitment	19,256	0	19,256
Other costs	7,432	71	7,502
Contingency	0	0	0
Total	653,757	76,554	730,311

Description	Order of Cost	VAT	Total incl. VAT
Delivery Phase			
Capital Costs			
Capital costs e.g. prelims, digital outputs, equipment, repair and conservation, new building work	4,878,018	975,640	5,853,622
Other Capital costs e.g. archaeology, statutory applications, interpretation/exhibition infrastructure	167,575	30,515	198,090
Professional Fees	876,919	175,384	1,052,303
Total Capital Costs	5,922,512	1,181,502	7,104,014
Activity Costs			
New staff costs	495,131	0	495,131
Other Activity Costs e.g. training, volunteer expenses, events, delivering activity plan, interpretation	123,223	16,845	140,067
Total Activity Costs	618,354	16,845	635,198

Other Costs			
Other costs e.g. recruitment, publicity, evaluation	72,000	14,400	86,400
Contingency	925,402	185,080	1,110,483
Inflation	1,017,666	203,533	1,221,199
Volunteer time	105,000	0	105,000
Total Other Costs	2,120,068	403,014	2,523,082
Total	8,660,934	1,601,361	10,262,294

1.2.3 The Project Team

St. Anne's will also be procuring or have procured the following Consultants to comprise the Project Team:

- Project Manager
- Quantity Surveyor
- Architectural Design Team
- Activity and Interpretation Planner
- Interpretation Designer
- Business Planner
- Fundraising Consultant

1.2.4 Programme

Please refer to Appendix II for the detailed programme. Below are the key dates:

Development Phase	
RIBA 3	July 2024 – January 2025
Development Review with Heritage Fund	October 2024
Issue of final Evaluation Plan and Development Phase Evaluation Report	July 2025 (for August 2025 NLHF submission)
Development Review with Heritage Fund	October 2024
Submission of Round Two application to Heritage Fund	August 2025 (Date TBC)
Delivery Phase	
RIBA 4	February 2026 – July 2026
Procurement and appointment of Contractor	July 2026 – December 2026
Works on site	February 2027 – December 2028
Launch event	January 2029
End of Rectification Period	November 2029
Delivery of Activity Plan Completed and final submission to Heritage Fund	November 2029
Delivery of final Evaluation Report	January 2030

Please note that project budget and programme may be subject to change.