

# Reimagining St Mary's: Heritage, Music and Community for the Gwent Levels

## Consultancy Brief: Project Manager

Led by St Mary's Church, Marshfield

Supported by the National Lottery Heritage Fund



## 1. Project Background

St Mary's Church, Marshfield is a Grade II\* listed Anglican church of exceptional heritage significance, located within the Gwent Levels in South East Wales. The church is notable for containing one of only three surviving full-immersion baptistries of this kind in the diocese, dating from 1909, and remains a highly distinctive historic and cultural asset within a rural context.

The building has served as a place of worship, music-making, and community life for centuries. However, its fabric is now at risk due to long-standing maintenance challenges, water ingress, and deteriorating stonework, roofing, and services. St Mary's has been identified as a heritage-at-risk asset, requiring urgent intervention to secure its future.

The project is being developed by the Mountain and Marsh Ministry Area, with strong trustee leadership and an established record of community engagement, music programming, and partnerships across Marshfield and the wider Gwent Levels.

## 2. Project Summary

This National Lottery Heritage Fund-supported project will deliver a comprehensive programme of urgent conservation, accessibility improvements, and community-focused adaptation to secure the long-term future of St Mary's Church as a living heritage, music, and community venue.

The project places a strong emphasis on:

- Urgent repair and conservation of historic fabric
- Restoring and interpreting the unique full-immersion baptism
- Improving physical access and flexibility for wider community use
- Sustaining and expanding music, bell-ringing, and cultural activity
- Embedding environmental sustainability and net zero principles
- Deepening engagement with local residents, schools, care settings, and volunteers

The anticipated total Delivery Phase value is approximately £1.2 million, with funding expected from the National Lottery Heritage Fund alongside a significant programme of partnership and match funding.

## 3. Development Phase Scope

The Development Phase (anticipated 2026–2027) includes:

- Completion and coordination of RIBA Stages 1–3 outputs and preparation for Delivery
- Oversight of urgent capital works undertaken during the Development Phase
- Integration of sustainability and environmental performance measures
- Business planning and organisational sustainability development
- Engagement and activity planning, including volunteer-led delivery models
- Development of a fully costed Delivery Phase programme
- Preparation and submission of the National Lottery Heritage Fund Round Two application

## 4. Purpose of This Commission

St Mary's Church is seeking to appoint single Project Manager & Development Consultant with a proven track record of delivering conservation building projects with high levels of participation from target groups, preferably projects funded by the National Lottery Heritage Fund (NLHF).

Following the Mountain and Marsh Ministry Area's successful application to NLHF, this is an exciting opportunity to lead and manage the Development Phase of the St Mary's heritage project bringing together

a wide range of skills in business planning, interpretation planning and fundraising to develop and submit a high-quality Round 2 application to NLHF. Subject to confirmation of Delivery Phase funding and satisfactory performance this appointment may be extended to lead and manage the Delivery Phase of the project.

The Project Manager & Development Consultant will have overall responsibility for leading, overseeing and project managing the Development Phase of the St Mary's Heritage Project in accordance with all NLHF requirements. The Project Manager & Development Consultant will work closely on a day-to-day basis with the construction industry project management support, the Design Team and all stakeholders, to ensure a successful joined up approach to all stages of the project.

This role is intended to consolidate functions that might otherwise be split across multiple consultants, providing a clear point of accountability and reducing risk to the project.

## **5. Project Objectives**

The Project Manager & Development Consultant will support the project to:

- Secure the long-term future of St Mary's Church as a heritage-at-risk asset
- Deliver a robust, fundable Delivery Phase proposal
- Develop an operationally and financially sustainable future model
- Strengthen community access, participation, and inclusion
- Embed environmental sustainability and net zero principles
- Build organisational capacity through trustee and volunteer development

## **7. Budget and Fees**

The maximum and fixed full fee available for this commission is £40,000 (exclusive of VAT), drawn from reprofiled Development Phase funds.

Fees must demonstrate clear value for money and be proportionate to the scope and strategic importance of the role. Fee proposals should clearly identify assumptions, deliverables, and payment stages.

## **8. Required Outputs**

The Project Manager & Development Consultant will be responsible for:

- Development and management of the overall development project programme
- Coordination of consultants, including architects and specialist advisers, although these are direct appointments to the client team
- Financial oversight, cashflow modelling, and match funding logic
  - Lead the project budget, keep financial records and work with the Finance Team and to prepare monthly reports on expenditure including cashflow reports for NLHF, ensuring that project adheres to budget.
  - Ascertain the timetable, terms and conditions of each financial resource to ensure the compliance of the funded development and delivery work.
  - Prepare and submit grant claims for the project, working with the Finance Team.
- Risk register development and mitigation planning
- Leadership of the NLHF Round Two application process
- Development of the business plan and sustainability strategy
- Design and complete NLHF-compliant evaluation
- Fundraising strategy development and pipeline planning
- Regular progress reporting to the client and funders
- Monitor progress and resolve issues, providing regular reports, including those to NLHF and the Project Board

- Interpretation, activity and business plans and volunteering:
  - Oversight and support of engagement and activity planning delivered by volunteers, but co-drafted with the Project Manager and client team (there is an opportunity here to potentially provide skill-building support to early career professionals who might be interested in learning more about engagement and activity planning)
  - Manage production and delivery of the Development Phase NLHF Activity Plan and Volunteering
  - Develop and cost a high-quality Action Plan as part of the NLHF Round 2 application
  - Oversee and support NLHF agreed engagement programme of activities is as follows:
    - Crafts and Heritage Skills Series (drawing the past, stone stories, what's in a pew, heritage behind the scenes)
    - St David's Celebration (celebrating Welsh culture, in partnership with the Beavers)
    - International Women's Day (engaging with the WI, uncovering the stories of women of who shaped St Mary's heritage and history)
    - Consultation with local nursing/residential homes around access and a future programme of activities
    - Stake holder/community design consultation and review
    - Business engagement event
    - Engagement with local primary school around heritage and the war memorial (partnership with Royal British Legion)
    - Partnership events with the Living Levels
    - Christmas Carol Concert (building on recent growth, again partnership with Royal British Legion)

## 9. Timetable

The term of the Contract will be for the Development Phase of the project until submission of NLHF Round 2 application i.e., February 2026 - February 2027.

The Contract may be extended beyond this period for the delivery of Services subject to available funding, planning permissions, a satisfactory review of performance and by the agreement of both Parties.

## 9. Skills and Experience

Applicants should demonstrate:

- Proven experience managing National Lottery Heritage Fund or comparable heritage development projects
- Strong strategic project management and leadership skills
- Experience of business planning, fundraising strategy, and evaluation
- Understanding of historic places of worship and heritage-at-risk contexts
- Ability to work collaboratively with trustees, volunteers, and professional teams
- Familiarity with governance, cashflow management, and funder requirements

## 10. Submission Requirements

Submissions should include:

- A single PDF (maximum 10 pages plus CVs)
- Proposed methodology and approach
- Relevant case studies
- How you apply the principles of equality and inclusion, safeguarding and confidentiality in your work
- Fee proposal and payment schedule
- Confirmation of availability and insurances
- Two references for comparable work

## 11. Fee Offer and Information to be returned

The Consultant should submit a proposal on the basis of the following:

The consultant's fee and proposal should be based on submission of Heritage Lottery Round 2 Application in February 2027

Consultants MUST confirm in their proposal submission that they are able to comply with all project timelines described in this document (appendix 1)

The consultant is required to submit a single lump sum fixed fee inclusive of all normal expenses, based on the services required as set out in this document showing day rate and time involved (appendix 2)

Expenses and administrative costs should be included within the fixed fee

Your proposal can be submitted via email and should include a summary of work you will deliver

All fees and rates should exclude VAT but must include all charges, costs, disbursements and expenses (including, without limitation, travelling and other expenses, all relevant taxes, other than VAT, duties and other relevant and applicable sums)

Fees will become payable on the basis of completed stages of work agreed and set out by you and the Mountain and Marsh before of the commission

You should advise if you have any comments on the proposed services

## 12. Evaluation Criteria

Submissions will be assessed on the following basis:

Quality (80%)

- Understanding of the brief and proposed methodology (30%)
- Relevant experience and track record (30%)
- Collaboration, communication, and approach to risk management (20%)

Price (20%)

## 13. Application Process

Submissions should be sent to: Revd Ross Maidment ([rossmaidment@cinw.org.uk](mailto:rossmaidment@cinw.org.uk))

Deadline: 13th February Interviews (if required): 18th February

Clarification questions should be submitted in writing. Responses will be shared with all tenderers.

## Appendix 1

Task	Start Date	End Date	Who will lead this task
Complete Church in Wales Energy Footprint Tool	January 2026	January 2026	Ministry Area Leader
Solar/Net Zero Feasibility Study	January 2026	March 2026	Architect
Asbestos Survey and Management Plan	January 2026	February 2026	Environmental Consultants
Review Urgent Recommendations from the EICR (2024)	January 2026	March 2026	Electrician
Health and Safety Risk Assessment	February 2026	February 2026	Local Church Wardens, Ministry Area Leader
Structural Engineer Reports (basement wall, chancel arch)	February 2026	March 2026	Architect
Commission Access Audit	February 2026	March 2026	Consultant Project Manager
Optionals appraisal for baptistry restoration	February 2026	June 2026	Architect
Urgent Repairs as Identified in QI Inspection as required attention with in the next 18 months (2025)	February 2026	May 2026	Architect
Recruit Project Manager	January 2026	February 2026	Ministry Area Leader
Heritage and Engagement Pilots; Research for Interpretation Boards	March 2026	December 2026	Consultant Project Manager
Community Engagement with Beavers - St David's Celebration	March 2026	March 2026	Consultant Project Manager
Community Engagement with WI - International Women's Day	March 2026	March 2026	Consultant Project Manager
Consultation: Care Home Accessibility and Programme	April 2026	April 2026	Consultant Project Manager
Faith in Maintenance Training (SPAB)	May 2026	May 2026	Ministry Area Leader, External Training Partner

Task	Start Date	End Date	Who will lead this task
Develop Maintenance Plan	June 2026	June 2026	Consultant Project Manager
Stewardship Training with Diocesan Officer	July 2026	July 2026	Ministry Area Leader, Diocesan Officer
Stake Holder Consultation and Design Review	July 2026	August 2026	Consultant Project Manager
Local Business Engagement Event	July 2026	August 2026	Consultant Project Manager
Community Engagement with School - Remembrance	November 2026	November 2026	Consultant Project Manager
Fundraising for Delivery Phase and Grant Applications	January 2026	December 2026	Ministry Area Leader, Church Committee, Consultant Project Manager
Development Of Delivery Phase Documents/ Application/Activity Plan	August 2026	December 2026	Consultant Project Manager
Community Engagement - Carol Concert	December 2026	December 2026	Consultant Project Manager
Submission of Delivery Phase Application	December 2026	February 2027	Consultant Project Manager

## Appendix 2

### UNCONDITIONAL AND IRREVOCABLE OFFER TO MOUNTAIN AND MARSH MINISTRY AREA

Re: Request for Proposal for the provision of A Project Manager & Development Consultant required by the Mountain and Marsh Ministry Area in connection with the St Mary's development proposals outlined above.

Having read carefully the Request for Proposal Invitation and in respect of you considering this Request I/ we offer to supply the services specified and to complete the tasks set out in this document as described for the fixed sum of:

£ ..... (enter amount in words here) .....

.....excluding VAT.

The single lump sum fixed fee is inclusive of all normal expenses and administrative costs based on the services required as set in this document.

Please note that we anticipate fee proposals in the region of £30,000 to £40,000 depending on the level of skills and experience, hours committed to the project and ability to lead and deliver the overall activity plan.

Day rate:

Time involved: