

## Architect

**St Margaret's in Ruins Conservation Trust (SMIRCT)** seeks to engage an experienced, professional Architect with expertise in conservation of heritage buildings to prepare detailed plans for the stabilisation of the St Margaret's ruin. This is part of a suite of work being prepared during the Development Phase of a National Lottery Heritage Fund project which will culminate in a 2nd Round (Delivery Phase) application submission in October 2025.

The architect should have the appropriate conservation skills, be listed on the Architects Register (ARB) and the Register of Architects Accredited in Building Conservation (AABC).

### About SMIRCT

St Margaret's in Ruins Conservation Trust is a registered charity (CIO) run by volunteers. The trust manages a unique site, the ruins of St Margaret's Church and Churchyard, in West Raynham, Norfolk, under a 25-year lease.

The charity has been set up to raise funds to preserve, repair and maintain the ancient building and its grounds for the benefit of the local community of the villages of Raynham and Helhoughton, and attract visitors from neighbouring towns and villages and further afield.

### Background

St Margaret's dates back to Norman times and was an active church for several centuries. It fell into disrepair in the 18<sup>th</sup> century and was largely abandoned in favour of St Mary's church within the Raynham Estate, although burials continued there and there are several headstones dating from late 19<sup>th</sup> and early 20<sup>th</sup> centuries.

By the end of the 20<sup>th</sup> century the ruin was completely choked with vegetation and few people were aware of its existence. The overgrowth was removed from the ruins in 1999 and the first stabilisation works were carried out thanks to a grant from the Heritage Lottery Fund at the time. This allowed the history of the ruins to be studied and understood. An altar was installed in the nave and services began to take place. Once again, St Margaret's became a part of village life. In 2018 local residents began an initiative to improve the ecological value of the Churchyard and the site became part of the Norfolk Wildlife Trust's Churchyard Conservation Scheme.

In 2022 it was established that additional work was required in to stabilise the ruins. The ruined church is Grade II Listed<sup>1</sup> and in 2023 it was included in Historic England's Heritage at Risk Register and given Category A Status, due to concerns about potential catastrophic collapse.

At the time of writing this brief, we are undertaking some emergency works to shore up the most vulnerable parts of the ruins, to provide temporary protection while the detailed work is planned.

### Our project

The primary requirement of this brief is to establish the scope of work required to stabilise the ruins for the long-term.

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<sup>1</sup> See: <https://historicengland.org.uk/listing/the-list/list-entry/1049279>

Wider project activities will focus on the theme of conservation, including nature gain and enhancing biodiversity in the churchyard and on interpreting the ruin within the built and natural heritage landscape of Raynham Park and the Upper Wensum Valley. We also aim to support all age learning, wellbeing and skills development.

Our ambition is to transform St Margaret's into a centre of conservation excellence and act as an exemplar for the c.150 ruined churches within the county of Norfolk and across the Diocese of Norwich. This will allow others who care for such heritage, which is often overlooked and undervalued, to benefit from the positive impacts and outcomes that we deliver.

Our outcomes will therefore include promoting good practice in environmental sustainability and delivering activities that develop awareness and improve conservation skills, engaging a wider range of people with both built and environmental heritage.

We aim to deliver our project through informal partnerships with the Norfolk Wildlife Trust (NWT), the Norfolk Churches Trust (NCT), the Society for the Protection of Ancient Buildings (SPAB), our local school<sup>2</sup>, other learning providers (such as Inspired Classrooms) and the Raynham Estate amongst others. We therefore hope to achieve a positive outcome not just for the ruin of St Margaret's and its churchyard and our community, but also for the surrounding heritage landscape and for the wider heritage infrastructure across Norfolk. Our digital Toolkit will provide a long lasting and positive project legacy, detailing its activities and outcomes and supporting others into the future.

### **Scope of work**

The Trustees wish to commission a comprehensive conservation architect-led design team that includes a structural engineer, ecologist, archaeologist and health and safety adviser, to assess the ruins and develop a detailed and costed specification for their long-term stabilisation. We presume to contract with the architect with all other disciplines being sub-contracted to the architect. However, we would look to discuss and agree the precise contractual structure with the preferred bidder and their team members following the procurement..

We may also appoint a Quantity Surveyor to review the proposed costings and timelines, to ensure our Delivery Phase application is as robust as possible.

This brief assumes the initial emergency works have been undertaken before the end of 2024 and therefore the appointed architect and team will begin work in early 2025 to develop our plans for the Delivery Phase application, due to be submitted in late October 2025. This will include design of detailed structural plans (RIBA Stage 3), which should allow for a substantial amount of rebuilding and consolidation and repair work during the Delivery Phase, specifications for materials, and development of long-term preservation strategies. These may include some areas of remodelling to give integrity to the repairs and longevity to this unique monument (see photos in Appendix 1).

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<sup>2</sup> Ortus Education West Raynham School, a DfE registered independent special school, which opened in September 2024 and is already starting to make use of the Churchyard as a part of its educational programme.

The Architect will be responsible to and liaise with the Chair of Trustees, or his nominee, at all times on all tasks as described below. This will include reporting to and meeting with the Trustees and Project Steering Group throughout the project Development Phase as required. The Trustees will also appoint a Quantity Surveyor to liaise with the Architect's team and review costings.

For this Development Phase tender, we will be requiring the following tasks to be undertaken by each of the appointed team members:

#### **Architect**

- Arrange further investigation in order to establish the scope of the work required to stabilise the ruins
- Review the scope of the work and specifications with the Structural Engineer
- Prepare and produce the necessary contract documentation in consultation with the Structural Engineer
- Liaise with other professionals regarding repair work (see following Consultant Briefs)
- Advertise the works for Expressions of Interest from contractors
- Invite competitive tenders for contractors and , in liaison with the QS, report to the Trustees and Project Steering Group
- Issue appropriate documentation for a Faculty Petition
- Prepare other documents as required by the grant offer
- Advise as appropriate on other grant applications
- Prepare a Maintenance and Management Plan
- Prepare other documents related to capital works as required by the Heritage Fund for the Delivery Phase application.
- Input to certain community engagement activities and interpretation planning

The investigations for the conservation work and the review of the specified works to date is expected to be carried out in early spring 2025. Revised specifications, taking into account advice from other experts, will be prepared and costed during summer 2025 and presented to the Trustees no later than August 2025. Please see appended work programme for further details.

Final costed proposals will be included in our Delivery Phase application during September 2025.

#### **Structural engineer**

- Advise on the necessary structural repairs to ruins in order to prepare a specification
- Make site inspections during work on site to confirm structural repairs
- Prepare design details and drawings as required
- Liaise with the architect and other consultants/suppliers
- Prepare written comments as appropriate during the Development Phase
- Sign off works and confirm that they are in accordance with instructions

Qualifications: the structural engineer should be a member of the Institution of Civil Engineers (MICE) and have relevant experience working with historic fabric.

### **Health & Safety consultant**

- To advise the Trustees on the appointment and Health & Safety competence of the contractors invited to tender
- Carry out Health and Safety Assessments of the tendering contractors
- Prepare a Pre-Tender Health & Safety Plan
- Notify the Health and Safety Executive
- Review and approve the Delivery Phase construction Health & Safety Plan
- Present a Health & Safety File and present this to the Trustees on completion

Qualifications: the health and safety consultant should be registered with the Building Service Regulator (BSR) and have relevant experience working with historic fabric.

### **Ecologist**

- Carry out an updated survey of the churchyard as early as possible to advise on the possible activity of bats and other forms of wildlife that may affect the programme of work
- Attend site visits as appropriate to advise on the mitigation work
- Provide a report of surveys undertaken
- Apply for Protected Species Licence(s) if appropriate

Qualifications: the ecologist should be a member of the Chartered Institute of Ecology and Environmental Management (CIEEM).

### **Archaeologist**

- Carry out site inspection to advise on any archaeological features that may affect the programme of work
- Provide a report with advice on mitigation measures if appropriate

Qualifications: the archaeologist should be registered with the Chartered Institute for Archaeologists (CIfA) and have relevant experience of working with historic fabric.

### **Location**

All site works will be at St Margaret's, West Raynham, Norfolk, NR21 7EZ.

### **Reporting line**

The Architect will report to the SMIRCT Trustees, with day-to-day project management oversight by the Chair, James Hickman, or his nominee.

### **Contract period**

February – October 2025

Note: we anticipate the main structural works would take place from late spring 2026, subject to SMIRCT being successful with its Delivery Phase application.

### Tender Requirements

The tender should include the following:

1. Method, programme, team composition and outputs including confirmation of your capacity to meet brief and project timescales
2. CVs of team members and experience including details of relevant experience. Please note the required qualifications for the different disciplines set out earlier
3. Key issues - Identification of key challenges and learning from other projects and how you would apply them
4. Fixed price to include all fees and costs and confirmation of your time allocation for the project.

### Budget

The fee budget for the architect and professional team for the Development Phase is estimated at £50,000 inclusive of VAT (where applicable) and all travel, subsistence and other costs incurred by the team.

Please note that subject to SMIRCT being successful in obtaining funding for the Delivery Phase, and satisfactory performance by the team, we may wish to extend the contract into the Delivery Phase, for which there is an indicative budget for professional fees of £30,000 and a capital works budget for stabilising the ruins of St Margaret's of £330,000 – £350,000.

### Tender evaluation / weighting

The chosen consultant will be assessed according to:

1. Method, programme, team, outputs and capacity – 30%
2. CVs and experience of team – 30%
3. Key issues, challenges and learnings – 20%
4. Price – 20%

### Quality scoring

Items 1-3 above will be scored on a scale from 0-5, in which 0 is unacceptable and 5 is excellent. See table below for further detail.

Score	Classification	Characteristics
5	Excellent	Exemplary response. Comprehensive and relevant information is provided and the response exceeds required standards in all respects. The bid also provides something of additional benefit or innovation.
4	Good	Comprehensive and relevant information is provided and the response meets the required standards in a number of respects and exceeds the required standards in one or two respects.
3	Satisfactory	A broad response with an adequate level of information provided that is relevant and meets the required standard.
2	Poor	The response is limited and lacking in relation to a large proportion of material elements and only partially meets the required standards.
1	Inadequate	A response that has material and significant omissions, is not supported by sufficient breadth and sufficient quality of evidence. Overall the response provides the Client with a very low level of confidence in the Bidders' ability to deliver the specification.
0	Unacceptable	No response or extremely limited response that does not provide any relevant information and does not answer the question.

### Financial scoring

To assess the price element of the bids, we will base these on a normalised price score, with the lowest bid scoring 5 (maximum score).

Normalised price score = (lowest tender price x 5) / tender price

Example Bidder A – £40,000, lowest bid (scores 5)

Example Bidder B – £50,000 = (£40,000 x 5) / £50,000

Therefore, Consultant B would score 4

Please note that SMIRCT is not required to appoint the cheapest bid but needs to include price within the evaluation to ensure a robust process and evidence of pursuing value for money through procurement. We also reserve the right not to appoint and we will not cover costs associated with preparation of tender materials.

### Enquiries

Any enquiries about the tender process and general questions, or to arrange a site visit, should be submitted to [info@st-margarets-ruins.org](mailto:info@st-margarets-ruins.org) no later than **17:00hrs on 31 December 2024**. Any clarifications that are relevant to all suppliers will be shared with all parties who have expressed an interest in the contract.

### How to Submit

Please mark the tender documentation 'SMIRCT Architect tender' and email it in PDF format to [info@st-margarets-ruins.org](mailto:info@st-margarets-ruins.org) no later than **17:00hrs on 17 January 2025**.

We may invite short-listed candidates for an online interview to clarify any questions we have regarding their submission. We will be looking to appoint the successful team as soon as possible so they can start from the beginning of February 2025.



## Appendix 1: Photos



The ruin of St Margaret's, West Raynham, Norfolk



Aerial view of St Margaret's, May 2023





State of the ruins, summer 2024: these images are intended to provide an initial indication of the extent and the condition of the ruins.



Location of St Margaret's in West Raynham – from [Historic England official list entry](#).



## Appendix 2: Draft work programme

### SMIRCT - Detailed project Workplan

#### 1. Development Phase Work Plan (Oct 2024- Nov 2025)

##### Objective:

To stabilise St Margaret's structure, prepare detailed plans for full project implementation, secure necessary permissions, and engage the community and stakeholders.

Task	Timeline	Responsible	Details
<b>Project Setup</b>	June – Sept 2024	SMIRCT Trustees	Set up project infrastructure, secure lease on site.
<b>Project launch</b>	Oct – Dec 2024	SMIRCT Trustees	Kick-off meeting with NLHF, update documents, complete NLHF requirements for Permission to Start Local announcements and village meeting, inform partners
<b>Project management meetings</b>	Nov 2024 – Oct 2025	SMIRCT Trustees	Online progress meetings with Heritage Fund account manager and RoSS consultant. First in early Nov, then end Jan / Apr / July / Oct
<b>Procure and instruct professional advisers</b>	Oct 2024 – Jan 2025	SMIRCT Trustees	Develop tender briefs for key consultants (Architect, Engineer, Activity Consultant, Evaluation Consultant), evaluate submissions and appoint Engage contractors.
<b>Emergency repairs and fencing</b>	Dec 2024	Architect, Engineer	Erect scaffolding and complete emergency repairs to stabilise the most at-risk sections of the ruin.
<b>Evaluation of Development Phase</b>	Nov 2024 - Nov 2025	Evaluation Consultant	Evaluate outcomes and effectiveness of all Development Phase activities.
<b>Community Engagement &amp; Consultation</b>	Dec 2024 - Aug 2025	Activity Consultant	Conduct formal presentations and consultations with community members, residents, local schools, heritage organisations, and stakeholders to raise awareness of plans and shape the final Activity Plan.
<b>Architectural Design to RIBA Stage 3</b>	Feb - Aug 2025	Architect, Engineer	Design detailed structural plans (RIBA Stage 3), including structural repairs, materials, and long-term preservation strategies.

Task	Timeline	Responsible	Details
<b>Activity Plan Development</b>	Jan - Aug 2025	Activity Consultant	Develop a comprehensive Activity Plan that includes workshops, conservation education, and well-being sessions, informed by community feedback.
<b>Pilot Activity Testing</b>	Apr - July 2024	Activity Consultant	Pilot key activities such as conservation workshops and churchyard biodiversity sessions to gather feedback for improvement.
<b>Digital Toolkit and Online Resources</b>	May - Sept 2025	Digital Consultant	Develop the concept of the "Centre of Excellence" online toolkit, showcasing best practices and conservation techniques for similar ruins across Norfolk.
<b>Grant Applications for Delivery Phase</b>	Jan - Nov 2025	Fundraising Officer	Submit applications to identified trusts and grant bodies, including Heritage grants, the Listed Places of Worship VAT Scheme, and local funds.
<b>Completion of Structural (and other) survey reports</b>	April - Aug 2025	Architect, Engineer	Conduct final structural surveys to assess the stability of the ruin and refine plans for long-term repair during the Delivery Phase. Conduct ecological and archaeological surveys to support above.
<b>Securing Permissions and Legal Approvals</b>	Apr - Oct 2025	SMIRCT Trustees, Architect	Secure permissions from the Diocese of Norwich, Historic England, and the local council for any necessary construction or restoration work.
<b>Prepare Delivery Phase Application</b>	Aug - Nov 2025	SMIRCT Trustees (with consultant support)	Prepare Delivery Phase application including all supporting documentation and costings
<b>Final reporting of Development Phase</b>	Oct - Nov	SMIRCT Trustees (with consultant support)	Prepare and submit final Development Phase Report
<b>Partnership Development</b>	Continual (2024-2026)	SMIRCT Trustees Activity Consultant	Strengthen partnerships with Norfolk Wildlife Trust, Norfolk Churches Trust, SPAB, and local educational institutions to ensure broad community and conservation sector engagement.

## 2. Delivery Phase Work Plan (2026-2028)

### Objective:

To implement the full repair, conservation, and engagement strategy for St Margaret's, involving local communities, schools, and volunteers, while securing the long-term future of the site.

Assumes Delivery Grant Application submitted in November 2025 and a permission to start in April 2026, with site works on the ruins commencing May 2026.

This is largely the outline work plan submitted with our Development Phase Application, just shifted on a few months to reflect current Development Phase timelines. We have also inserted an allowance for a second period of stabilisation works in summer 2027, in case the works cannot be completed in 2026.

Task	Timeline	Responsible	Details
<b>Project Kick-Off &amp; Contractor Mobilisation</b>	April 2026	SMIRCT Trustees, Architect	Mobilise contractors and consultants for full restoration, with a detailed briefing to all parties on project goals and timelines.
<b>Major Structural Repairs</b>	May - Oct 2026	Architect, Contractors	Begin full-scale repair work on the ruin, addressing areas identified in structural surveys, including the tower and nave walls.
<b>Activity Plan Implementation</b>	May 2026 – September 2028	Activity Consultant	Deliver the full range of planned activities: conservation workshops, "Raynham Rambles," churchyard conservation training, and well-being sessions.
<b>Heritage Interpretation &amp; Exhibition Setup</b>	July 2026 - Mar 2027	Digital & Activity Consultants	Design and install the interpretive displays at the Reading Room "Heritage Hub" and set up interpretive signage across Raynham Estate.
<b>Community &amp; Volunteer Engagement</b>	Continual (2026-2028)	Activity Consultant	Continue volunteer recruitment and training for conservation efforts, including stone conservation, scything techniques, and biodiversity monitoring.
<b>Centre of Excellence Conference</b>	July 2026	SMIRCT Trustees	Host a heritage and conservation conference at West Raynham Village Hall, sharing best practices and the Centre of Excellence model with local stakeholders.
<b>Digital Toolkit &amp; Online Resources Rollout</b>	Apr 2027	Digital Consultant	Launch the online toolkit for other ruined churches, detailing conservation techniques, management strategies, and community engagement methods.
<b>Visitor Engagement and Educational Programmes</b>	July 2026 - July 2028	Activity Consultant	Deliver educational programs aligned with school curricula, including conservation skills days for students, nature walks, and historical interpretation.

Task	Timeline	Responsible	Details
<b>Final Repairs and Landscaping</b>	March - Oct 2027	Contractors	Complete final repair works, including churchyard landscaping improvements and the installation of benches, fencing, and access pathways.
<b>Monitoring and Evaluation</b>	May 2026 - September 2028	Evaluation Consultant	Conduct regular evaluations to ensure project outcomes are being met, using feedback from participants, volunteers, and visitors to inform adjustments.
<b>Closing Conference &amp; Toolkit Review</b>	August 2028	SMIRCT Trustees, Activity Consultant	Host a closing event to review the project's successes and discuss legacy actions, including updates to the online toolkit.
<b>Post-Project Maintenance Plan</b>	July - September 2028	SMIRCT Trustees, Architect	Finalize the long-term management and maintenance plan for St Margaret's and the Centre of Excellence, ensuring a sustainable future for the site and future project work.
<b>Completion and Final Report</b>	September 2028	SMIRCT Trustees	Submit final evaluation report to NLHF, documenting project achievements, legacy plans, and financial reconciliation.

### 3. Key Roles & Responsibilities:

- **SMIRCT Trustees:** Oversee the overall project, handle financial management, secure permissions, and maintain stakeholder relationships.
- **Architect:** Lead the structural repairs and ensure compliance with conservation regulations. Oversee and coordinate work of structural engineer, health & safety consultant, ecologist and archaeologist.
- **Activity Consultant:** Develop and deliver engagement activities, conservation workshops, and educational outreach.
- **Evaluation Consultant:** Evaluate project progress and outcomes, providing recommendations and adjustments throughout both phases.
- **Contractors:** Execute the physical repair and conservation work according to the plans set by the project architect.
- **Digital Consultant:** Develop and implement the digital outputs, including the online toolkit and interpretive materials.
- **Volunteers:** Support churchyard conservation programme and wider project activities and administration. Some may provide professional expertise on financial, legal, IT and communications issues as required.



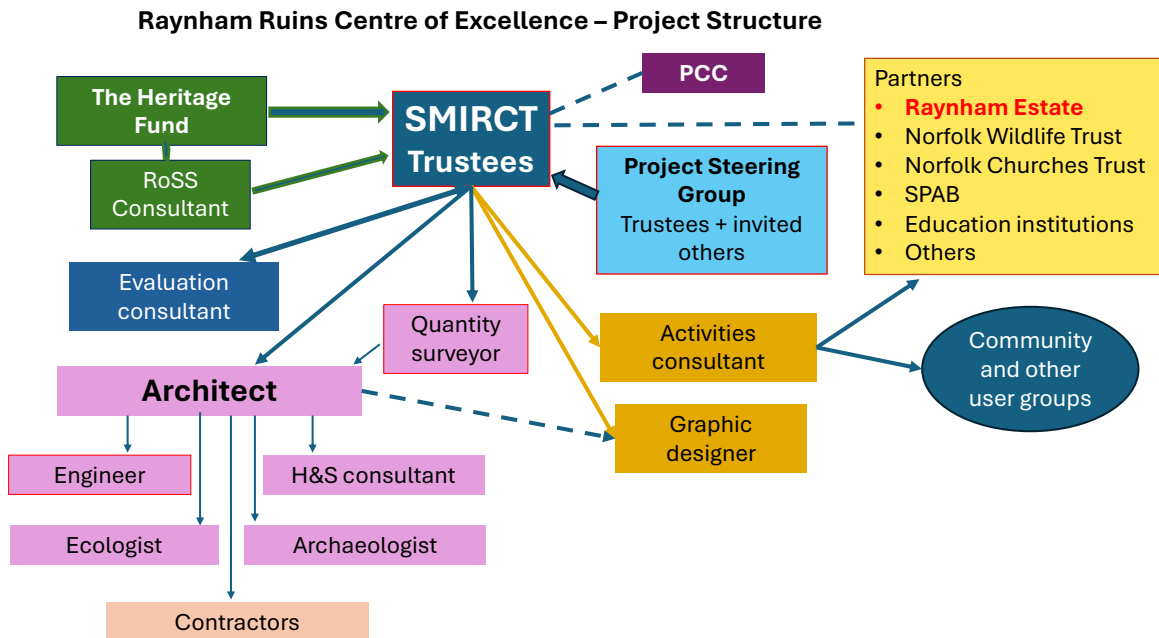
#### **4. Monitoring & Evaluation:**

Regular evaluation will be conducted throughout both phases to ensure adherence to timelines, budget, and project outcomes. Key performance indicators (KPIs) include:

- Structural stability post-repairs
- Biodiversity gains
- Participation numbers in activities and events
- Completion of interpretive and educational materials
- Overall community engagement and feedback
- Engagement with managers/owners of other ruins across Norfolk

By breaking the project into these distinct phases, this work plan provides clear guidance on how to successfully navigate the challenges and opportunities associated with restoring St Margaret's in Ruins.

## Appendix 3: Outline project structure



## Explanatory notes

The project will be managed and coordinated by the trustees of St Margaret's in Ruins Conservation Trust (SMIRCT), as lease holders of the site.

SMIRCT will retain close liaison with the East with West Raynham PCC and the Diocese of Norwich throughout the project term.

Other people who can contribute materially to the project will be co-opted onto a Project Steering Group, but all decisions will be the responsibility of SMIRCT trustees. Names and frequency of meetings will be determined following the launch of the project. Trustees will meet monthly and maintain day-to-day contact via their WhatsApp group.

SMIRCT will be the principal point of contact with the Heritage Fund and its RoSS<sup>3</sup> consultant.

SMIRCT will work in partnership with several organisations that can provide expertise on environmental and built heritage. In particular there will be a close partnership with the Raynham Estate, who manage the registered parkland and wider landscape within which St Margaret's is situated. The Estate also owns the Reading Room.

<sup>3</sup> Register of Support Services (RoSS)

SMIRCT aims to procure and appoint consultants and specialists as follows:

- Evaluation consultant – required as per terms of Heritage Fund grant to assess progress
- Activities consultant – to develop the activities plan for the Delivery Phase in consultation with project partners and community groups
- Graphic designer – to develop a heritage interpretation scheme for the Reading Room and outdoor signage and interpretation materials
- Architect – the principal specialist coordinating and overseeing the works to stabilise the ruins. The architect's team will include a structural engineer, health & safety consultant, ecologist, archaeologist. The architect will liaise with the graphic designer regarding heritage interpretation aspects.
- A QS to be appointed directly by SMIRCT to liaise with the architect's team