



10 St Edward's Passage, Cambridge, CB2 3PJ
T: 07974 363 991/07827 240 059
www.inghampinnock.com

Our ref: /almonryevesham/231211

Ashleigh Jayes
Almonry Manager
The Almonry Museum and Heritage Centre
Abbey Gate
Evesham
Worcestershire
WR11 4BQ

12th December 2023

By e-mail only

Dear Ashleigh

Re: The Almonry, Evesham

Thank you for contacting us and asking us to submit a fee proposal to help with the ongoing project to repair and conserve the Almonry in Evesham. It was a real pleasure to speak to you a week or so ago on the telephone and to find out more about the work you are doing.

I have set out below a brief summary of the background to the project as we understand it, our fee proposal and a few brief paragraphs about Ingham Pinnock Associates including pen portraits for me and my co-director Kate Pinnock. For completeness, I have attached both our CVs for your reference but if you need any further information please do not hesitate to ask.

Background

The bullet points below provide some of the background to the current situation which helps to provide the context for any work that we might do with you and is a useful point for us to check that our understanding of the project is correct:

- The Almonry building broadly dates to the 15th century but is also likely to contain the remains of the much earlier Evesham Abbey
- The building is Listed at Grade I (List Entry Number: 1302722)
- The Almonry is currently on the Historic England Heritage at Risk Register with its condition described as 'Very bad'. The Register assigns the Almonry as a Priority B entry which means it is considered at immediate risk of further rapid deterioration or loss of fabric and that a solution has been agreed but not yet implemented
- The building is owned by Evesham Town Council and operated by the Town Council as a museum. The museum houses a broad collection spanning pre-history to the 20th century with a focus on the local area
- The Almonry has been the subject of previous applications for MEND funding and is currently applying to Round 3 of that programme to deliver a comprehensive package of repairs. This would represent phase one of your restoration project where phase two is a comprehensive fit-out and interpretation/exhibition scheme
- Feedback has suggested that the MEND 3 application is unlikely to be successful and you are planning to apply for Round 4 in 2024. Discussions have been ongoing with Historic England about the scope of work that you might deliver via a MEND grant and Historic England have provided a development grant

to help cover the cost of various specialist surveys and advice and that will help you to respond to feedback on the MEND 3 application

- Looking ahead to MEND Round 4, it has been suggested that it would add value to your application and help to remove one particular area of risk, if you were able to describe a clear and robust strategy for the museum whilst MEND work is ongoing. From our discussion you explained that the building would need to be emptied with the collection relocated elsewhere and that you wish to continue to deliver some level of public engagement and education activity off-site.

As we discussed, we recently helped a similar size museum in the east of England who found themselves in the same situation brought about by a MEND application and, on this basis, we are hopefully reasonably well placed to help you here.

Proposal

Reflecting the work we recently completed in the east of England mentioned above, we propose to work with you to prepare a simple but robust appraisal of options for the Almonry whilst the MEND works are ongoing. The aim of the work is to review different options and ideas for how and where the museum could operate in the interim and identify a preferred option and next steps. This would give you a useful and realistic plan for the period when works are being delivered and provide a positive addition to the MEND 4 application demonstrating to decision makers that you have a plan in place and providing robust risk mitigation.

To prepare the options appraisal we would suggest the programme of tasks set out in the table below with our estimate of the time/cost of each.

Figure 1: Schedule of tasks and time

Tasks	Ross Ingham Time (hours)	Kate Pinnock Time (hours)	Total
1) Scoping discussion with you (and colleagues?) to help us understand your ambitions for the interim period and the broad physical parameters for any interim site such as location, size, balance of storage vs public access etc. We would also look to explore previous thinking to understand any ideas you may already have had. We will record the ambitions and parameters and where there are ideas or options that remain valid we would note these down with a view to them being part of the long-list of options for appraisal.	3	2	5.0
2) Desk top research into alternative sites and premises. This would include researching other Town or District Council or third sector owned buildings in the area, other arts and cultural venues and vacant properties currently advertised as to let etc.	5		5.0
3) Site visit to Evesham to visit the Almonry and the town centre to inspect potential alternative sites that were identified as part of 1 and 2 above and identify any that we may have missed.	7	7	14.0
4) Appraising a long-list of potential options based on our research against a series of non-financial appraisal criteria based on our discussions with you about ambitions and parameters. This will establish a preferred option or options. The criteria will provide a robust and objective tool to assess the options and help to illustrate to third parties, such as MEND, how you arrived at a preferred option.	3	1	4.0
5) Follow-up discussion with you (and colleagues) to explore the preferred option/(s) and establish what the next steps would be should the MEND grant be awarded.	2	2	4.0
6) Writing up the work we have done, highlighting the preferred option(s) and outline next steps. Our advice will be written so that it can form an appendix to the MEND 4 application.	4	1	5.0

Total time (hours)	24	13	37.0
Total time (days)	3.4	1.9	5.3
Total cost (@ £850/day)	£2,914	£1,578	
Total fee proposal excl. VAT			£4,492

If the above is acceptable, and subject to your agreement, we would be in a position to start work in January 2024 and look to have the work completed by mid-March 2024.

When we spoke we discussed that it might also be helpful for us to provide you with general support on the MEND application in terms of drafting or reviewing. Our suggestion here would be to discuss this with you in more detail in 2024 assuming that MEND 4 is accompanied by some updated guidance. It may, for example, be that the process becomes more streamlined and that you do not need any support or, that it expands, and you need more help than you anticipate. But rather than try to estimate a cost now somewhat in the dark we thought it better to do so once we have guidance to hand and we know more about the detail of the project and how much resource you have.

About us

Mindful that we have not worked with you before, I have set out below some brief information about the company for your reference and short pen portraits for myself and Kate.

Ingham Pinnock Associates is a regeneration and economic development consultancy specialising in projects that involve historic buildings and places. The company was established in 2012 by Kate Pinnock and me following many years experience of working together on major regeneration and heritage projects across the UK and overseas.

We undertake commissions ranging in scale from under £1m to £20m+ for the public, private and third sector. Our portfolio of projects is extremely diverse, reflecting our energy and appetite; instructions have included a redundant Welsh Colliery, an 'At Risk' Conservation Area, a Napoleonic era fort, Medieval church ruin, a Georgian Town Hall and a large country Estate. Our clients range from parish and town councils, local authorities and small trusts to larger charities such as the National Trust and Landmark Trust.

We love bringing a fresh perspective to projects based on our combined experience and we are proud to have built a strong reputation based on our passion, innovation and commitment and we are determined to leave a legacy of exceptional projects.

All the work set out in this fee proposal would be undertaken by myself and Kate Pinnock. We are the two Directors at IPA and are fortunate to have a wealth of experience in similar projects. We are also both retained Business Planning Mentors for the National Lottery Heritage Fund (NLHF).

Ross Ingham, Director, MPhil, MIED, ARTPI

Ross is a highly experienced regeneration and economic development professional. Over the last 20 years Ross has directed, managed and contributed to numerous challenging consultancy projects at a range of scales from the national, regional and sub-regional; County and District; neighbourhood and site specific. Many of these projects have gone on to win awards and recognition as industry best practice.

Ross has a keen interest in heritage projects, working closely with stakeholders to deliver projects that support economic development. He has extensive experience of preparing business plans, options appraisal and feasibility studies for heritage assets. He has experience of developing sustainable solutions for buildings and has secured over £60 million for heritage and regeneration schemes from a variety of sources in recent years.

Kate Pinnock, Director, MA, MIED, ARTPI, LMIJ

Kate has a background in design, economic development and historic building conservation, with around 20 years of experience with leading consulting businesses in the built environment. She has worked on many high-

profile regeneration and economic development projects in the UK and overseas and particularly those that relate to the historic environment. Her track record ranges from providing research and advice on initial concepts, through strategy design, detailed feasibility studies/options appraisals and project implementation.

Kate specialises in working with multi-disciplinary teams to identify sensitive but sustainable solutions for heritage assets whilst ensuring contemporary design is utilised where possible. She enjoys identifying and implementing spatial interventions that facilitate regeneration and economic growth.

I hope that the above gives you a good sense of the work that we could do to help you and provides all the information that you need. If you have any questions or the above isn't in line with your thinking please do let us know and we would be more than happy to revisit it and adapt our approach to suit.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Ross Ingham', with a long horizontal flourish extending to the right.

Ross Ingham
Director, Ingham Pinnock Associates

Encs. - CVS