



Invitation to Tender

St Albans Museum + Gallery -

Town Hall Museum and Gallery: A Celebration of St Albans' Routes into History



This document is a brief for consultants wishing to tender for the evaluation of St Albans Museum's project - "Town Hall Museum and Gallery: A Celebration of St Albans Routes into History" funded by the National Lottery Heritage Fund.

St Albans Museums has identified two key strands for evaluation: the capital project which is now complete, and the delivery of the project's Heritage Fund Activity Plan.

The evaluation will be informed by our theory of change and a logic model approach that underpins the programme's design.

At the end of the evaluation period, we would like to see the following deliverables.

- A report providing an evaluation of the first five years of the project (2015-2020).
- The development and delivery of an evaluation framework - including training for staff to enable them to evaluate effectively in the future - together with recommendations and advice on how future evaluation should be undertaken.

The report will be a key document for St Albans Museums, as it will inform both the exit strategy and our planning for the future for St Albans Museum + Gallery. This will ensure maximum benefit is gained from the delivery of the project and a sustainable legacy achieved.

To fulfil these requirements, we are looking for a skilled person or team able to work with our staff and other stakeholders.

Overview

St Albans Museum + Gallery is the newest addition to the collection of cultural heritage sites managed by St Albans Museums. It joins Verulamium Museum, the Hypocaust, the medieval Clock Tower, Sopwell Ruins and the thousands of objects in the City's collection in being cared for and shared with the world.

The £7.75 million project to create St Albans Museum + Gallery meant a large-scale transformation of the Grade II* listed St Albans Town Hall, including refurbishment and repurposing of this historic and nationally important building.

The project is supported by The National Lottery Heritage Fund, St Albans City & District Council and St Albans Museums and Galleries Trust.

St Albans' Town Hall and Courthouse was built for public use in 1831. An example of Neo-Greek architecture, the building dates from the earliest days of local government and assumed responsibilities for law and order. It occupies a prominent position at the

heart of St Albans but with the construction of the Civic Centre in 1966, the Town Hall and Courthouse became redundant, remaining largely empty and underused for decades.

The physical transformation of the dilapidated and underused building began in 2016. Over two years, the former Town Hall building was conserved, refurbished and redeveloped to create a brand new cultural hub for the City.

The beautiful historic spaces, such as the octagonal courtroom and subterranean cells, have now been fully restored and preserved for future generations. Visitors are encouraged to soak up the atmosphere in these unique spaces and learn more about how they were used.

In addition to the restoration of the Town Hall's historic spaces, several new spaces have been created. Glazed links have been added to the first floor providing wonderful rooftop views. A new hand excavated basement gallery has been created and will house the museum's flagship exhibitions.

The ground floor has also been renovated to accommodate a brand new learning studio, visitor information point, gift shop and café.

St Albans now has a new landmark museum and gallery which offers three floors of gallery and exhibition spaces, a dynamic programme of events and a fascinating roster of contemporary art and historic displays for residents and visitors to enjoy.

Since its opening to the public on 8 June 2018, St Albans Museum + Gallery has gone from strength to strength. It has delivered countless family events, adult learning workshops, festivals, and lectures. It has displayed over 10 vibrant exhibitions and in the first six months achieved over 195,000 visitors, against a Year 1 target of 205,000 annual visitors.

Housed within a locally iconic building, the museum is committed to offering visitors something new to see each time they visit. It is free to visit and produces regularly changing exhibitions to share regional, national and world heritage with all. In addition to new exhibitions and installations, the museum also brings the history of the building and of St Albans to life. Permanent displays such as the City that went Uphill interprets the city's fascinating history and acts as a stepping-off point for visitors, encouraging them to visit a plethora of nearby heritage sites.

Detailed background information, including the activity plan and existing evaluations undertaken during the lifetime of the project, will be made available to the successful consultant.

The evaluation

As part of the scoping undertaken in the setup of the project, St Albans Museums worked with stakeholders and the project team to develop our Theory of Change for the project, which has formed the basis of the Activity Plan.

In Appendix 1, we have included the key principles that underpin activity for the project.

The scope of this evaluation will cover both the capital works and the delivery of the activity plan, although each strand will have different requirements.

St Albans Museum + Gallery routinely collects quantitative data and qualitative data from our visitors and monitors the satisfaction and outcomes for specific activities. Volunteer hours are also collected.

This will, however, need to be reviewed to see if it remains fit for purpose and in line with the new evaluation framework established for the project, which can be used beyond the lifetime of the project.

The evaluation will need to demonstrate our achievement of the approved purposes and the delivery of the National Lottery Heritage Fund outcomes, both of which are shown in Appendix 1.

We would particularly be interested in hearing from consultants who can work with us to tell the story of the project using a logic model approach to underpin all evaluative activities. This includes setting out links between activities, expected outputs and outcomes for all elements of the project.

An example of a logic model framework can be found in Appendix 1.

[Click here](#) to find out more about the National Lottery Heritage Fund approach to evaluation.

The brief

We are looking for a consultant (or team of consultants) to partner with us to undertake the following: -

- An evaluation of the first five years of the project (2015-2020).

- The development and delivery of training for staff and volunteers to enable them to evaluate effectively in the future, together with recommendations and advice on how this evaluation should be undertaken.

Indicative Timescale	Milestone
w/c 24 th June 2019	– Recruit successful consultant
3 July 2019	– Hold initiation meeting
July 2019	<ul style="list-style-type: none"> – Produce the logic model and finalise scope of evaluation <ul style="list-style-type: none"> ○ Look at internal priorities and what measures will be of most use for St Albans Museum + Gallery ○ Suggest low cost performance management software that can provide funders and the project team with the facility to manage data about their activities and generate meaningful reports on how each project or project strand is performing.
Mid July - October 2019	<ul style="list-style-type: none"> – Phase 1 evaluation begins <ul style="list-style-type: none"> ○ Regular meetings and updates, either by phone or in person
November 2019	<ul style="list-style-type: none"> – Share initial evaluation findings – Share evaluation framework (logic model) for ongoing evaluation – Develop training session for staff and volunteers
November 2019 - January 2020	– Deliver training to staff and volunteers
January 2020	– First draft of Phase 1 report
February 2020	– Feedback of initial draft
February 2020	– One-page infographic, Phase 1 report and initial recommendations delivered
Throughout 2020	– Data collection and analysis continues at key points throughout 2020
October 2020	– First draft of Phase 2 report
November 2020	– Feedback on Phase 2 draft

January 2021	<ul style="list-style-type: none"> – One-page infographic, Phase 2 (final) report and initial recommendations delivered – The report will focus upon telling the story of the project - synthesising qualitative and quantitative data, to create a rounded picture of the project through a narrative of those who have benefitted from its impact.
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The final written report should interpret the full range of agreed monitoring and evaluation data from across the whole project against the project's logic model; and provide evidence for achievement of relevant outcomes in the NLHF outcomes framework for example:

- who benefitted from the project
- What were its impacts for heritage, people and communities?
- What the organisation has learnt from the project
- Areas that didn't perform as expected as well as unexpected and emergent outcomes from the project.
- The final evaluation will form a crucial part of the legacy of the project

In addition to the final report, we would like a one-page infographic based on the evaluation, that describes our achievements and successes to share with stakeholders and to use in our promotions.

Skills and experience: -

- Experience of working on complex multi-year projects (especially heritage, educational or development projects) with the ability to evaluate capital works and varied activity that covers many areas
- Solid and extensive experience in developing and implementing monitoring, evaluation systems and framework
- Understanding of Theory of Change and the logic-model approach to evaluation.
- Proven skills in measurement of programme outcomes, including people and community engagement/ wellbeing and social inclusion and advocacy outcomes using a range of evaluation techniques
- Experience of analysing monitoring, evaluation and impact assessment data to draw meaningful conclusions and reports
- Experience of training and supporting others, including volunteers, in getting the best of out of evaluation (internal training of staff/volunteers involved in collecting data)

- Strong report writing, presentation writing and presentation delivery skills; to engage a wide range of internal and external stakeholders

Management and reporting arrangements

The appointed consultant will be contracted by St Albans and District Council. They will be expected to report to Lisa Jacob, Audience Development Manager, on a regular basis.

Quote process

This is a competitive quote based on the submission of a project proposal that can be fully delivered within the allocated budget to include all expenses, software and materials. The schedule for payment will be agreed at the initiation meeting. Phased payments are anticipated.

The indicative budget available for this work is between £16,000 and £24,000.

Submitted quotations should:

- Provide a project proposal outlining in detail the approach and methodology you would propose to deliver this project and engage with the internal project team
- Provide a budget breakdown based on the needs outlined in this brief i.e. overall costs including a breakdown giving the daily rates of each team member's expenses and if VAT is applicable.
- An overview of your relevant skills and experience
- Provide details of how risks to the project caused by unforeseen delays or inability of the lead consultants to work for any reason would be managed
- Provide contact details of two referees who can be contacted to confirm the consultants' expertise, experience and track record.
- The extent of professional insurance or indemnity cover
- Confirmation of your availability to be interviewed on the dates indicated.
- Consultants shall bear all their own costs and expenses incurred in the preparation and submission of the quote.

We would expect the successful consultant to be familiar with the National Lottery Heritage Fund guidance documents around monitoring and evaluation.

Scoring criteria for initial submission:

- An exciting and creative project proposal that includes all elements of the brief and meets our aspirations for the evaluation process 35%
- Value for Money 25%
- Relevant experience 25%
- Feasibility of the proposal in relation to timescale and resources 10%
- Risk management 5%

Management and reporting arrangements:

The appointed consultant(s) will be contracted by St Albans and District Council. Day-to-day reporting lines will be managed by Lisa Jacob, Audience Development Manager.

Quote arrangements:

Quotes should be submitted as electronic copies to the main contact:-

Lisa Jacob
Audience Development Manager
St Albans Museum + Gallery
Town Hall
St Peters Street
St Albans
AL1 3DH

The deadline for quote submission is 5pm on 30 May 2019. The interview date for short-listed proposals will take place week commencing 17 June 2019. The announcement of successful applicant will be made during the week commencing 24th June 2019.

If you have any queries or requests for further information, please contact Lisa on lisa.jacob@stalbans.gov.uk.

Quotes must be submitted in accordance with these instructions and the other documents in the invitation to quote documents (together with all other relevant information required to sufficiently describe the quote fully) not later than the time and date stated in the invitation to quote letter).

Unfortunately, late submissions will not be accepted.

Quotes will be shortlisted based on the criteria above and those who score the highest invited to interview. We will be in touch with information about this next step if you have been successfully shortlisted.

Please note that due to limited resources we are unable to give feedback to unsuccessful applicants. Feedback will of course be available to those that are short listed for interview.

APPENDIX 1

1. Purpose of St Albans Museums

The overall purpose of St Albans Museums is:

To safeguard the special heritage of St Albans and District and share it widely to serve our visitors and achieve its purpose, our key priorities are:

TO PRESERVE – to care for and manage our collections well for the benefit of the public, both now and in the future

TO SHARE – to enable everyone to enjoy and engage with our collections so they can be inspired by and learn about the rich history of St Albans

TO THRIVE – to ensure that the museum service a resilient and innovative organisation which is well used and valued by the public

2. Key principles underpinning activity at St Albans Museum + Gallery

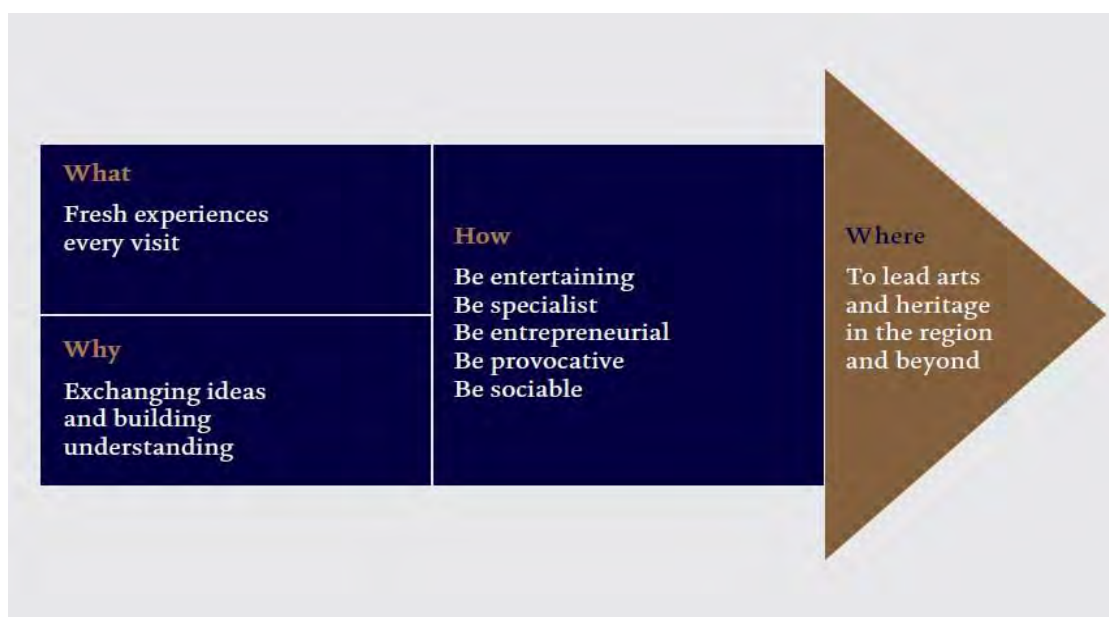


Figure 1: Key principles that underpin the approach to activity at St Albans Museum + Gallery

3. National Lottery Heritage Fund approved processes

1. Redevelop and refurbish the Town Hall, according to priorities identified in the Conservation Plan
2. Deliver a five-year Activity Plan which covers an initial 2 year interim period while the building work is underway, followed by 3 years when open.
3. Employ four new members of staff, and one 2-year apprenticeship and two 1 year internships when the building opens
4. Install permanent timeline in entrance and provide kit of parts for galleries
5. Deliver Activity proposals to engage the following target audiences: - families with children; young people; people with disabilities; people from Batchwood, Cunningham, Sopwell and Park Street wards and local interest groups.

Activities include:

- trials in the interim period: pop-up museums, events and activities (part-funded through ACE)
- a programme of a minimum of 6 temporary exhibitions annually once the St Albans Museum + Gallery opens, including three headline exhibitions (one museum, one art, one collaborative) with a series of smaller displays and interventions
- adult learning (evening classes, art classes, craft workshops)
- increased opportunities for volunteers
- a coordinated, structured response to Conservation Plan including adding 20,000 new online catalogue records
- wayfinding interventions aimed at encouraging visitors to explore the building, surrounding city, streetscape, outreach sessions and regular re-enactments in the Court room.

4. National Lottery Heritage Fund outcomes

Outcomes for Heritage

- Heritage will be better managed
- Heritage will be in better condition
- Heritage will be better interpreted and explained
- Heritage will be better identified and recorded

Outcomes for People

- People will have developed skills
- People will have learnt about heritage
- People will have changed their attitudes and/or behaviour
- People will have had an enjoyable experience
- People will have volunteered time

Outcomes for Communities

- Environmental impacts will be reduced
- More people and a wider range of people will have engaged with heritage
- The local area will be a better place in which to live or work
- The local economy will be boosted
- The organisation will be more resilient

5 Logic model framework

1. Inputs	2. Outputs		3. Outcomes – IMPACT		
	Activities	Participation	Short	Medium	Long
What resources are going in ... Time Money In-kind support	What activities are undertaken and what level of participation/engagement is achieved ... No. of events No. of attendees		These are the things that result from the participation or engagement ... In the short term they are likely to mean: Awareness, Learning, Knowledge, Skills, Motivations In the medium term they are likely to mean: Actions, Behaviours, Practice, Decisions, Policies In the long term they are likely to contribute to larger scale changes: at an economic, social, environmental level etc.		
4. Assumptions The underlying assumption behind the project / activity			5. External Factors Factors that are likely to influence / or hold back change.		

(Accessed via <https://www.heritagefund.org.uk/publications/evaluation-guidance-on-4/4/2019>)