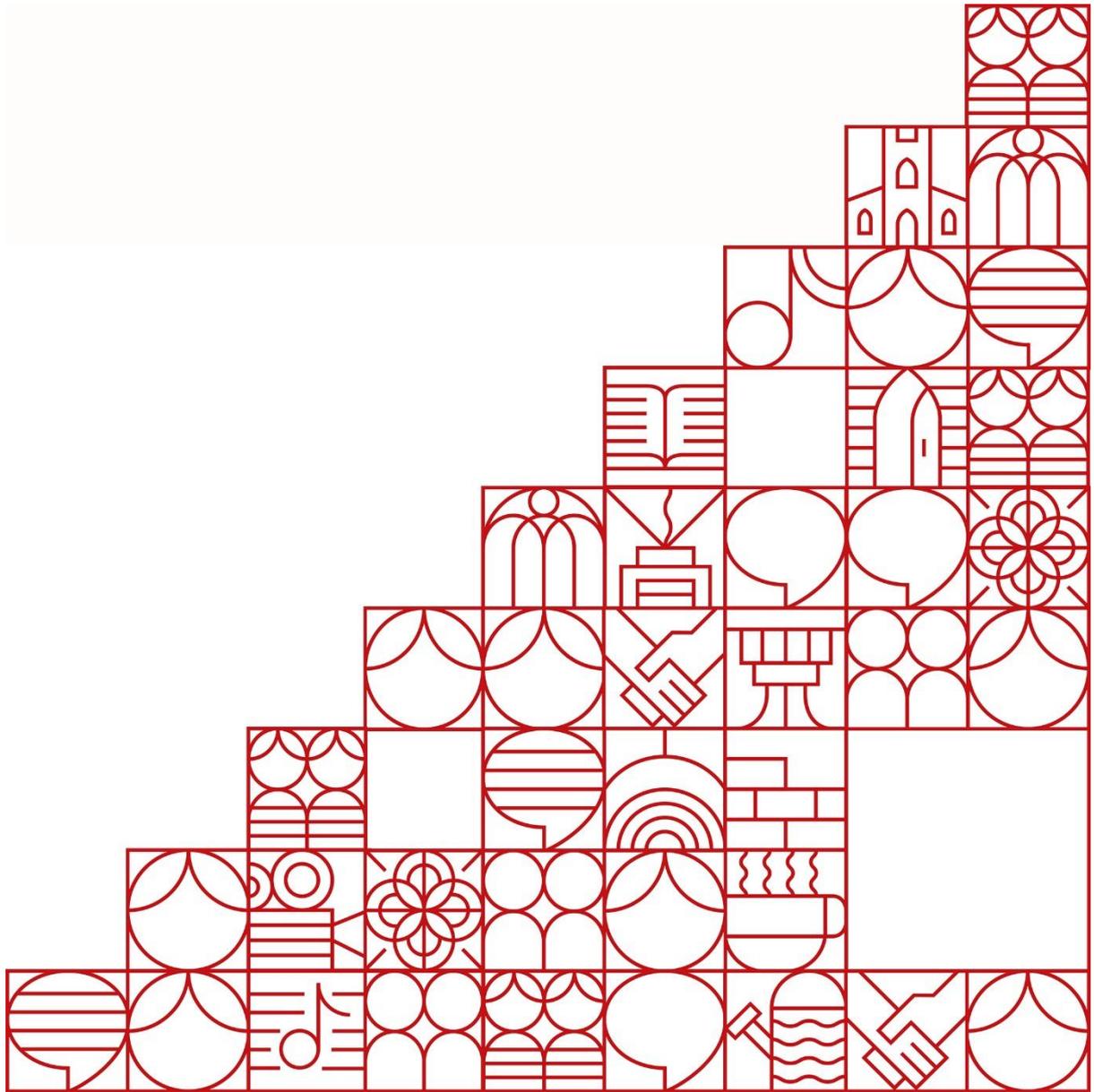


# Seventeen Nineteen



External Evaluation Services Brief - July 2020



## **Background Information**

### **1. Background Information**

Seventeen Nineteen is a £4.3m conservation and regeneration project that has been in development since 2015. The Seventeen Nineteen marks not just the repair and conservation of a significant Grade 1 listed building but also the repurposing of the church reconnecting the city with its past by transforming Holy Trinity into a cultural venue that brings the stories of the church and Old Sunderland to life through interpretation, innovative events and performances. Seventeen Nineteen will be a place of storytelling and discovery, remembering the past, celebrating the present and creating futures.

Holy Trinity is possibly the most significant building in the history of 'Old Sunderland'. It was built in 1719 as a result of a petition made by local merchants who wanted a new church to accommodate the growing merchant and shipping class. On completion, it served its locality not only as a site for worship, but also for civic justice. The ground floor Vestry Room – which served as the Council Chamber and Magistrate's Court – remains little altered. Holy Trinity is also the site of Sunderland's first public library and the home of the fire service.

The church remained at the heart of the community until the mid-19th century when, through decline of the ship building industry and the movement of the middle classes to the west, the area began to suffer economically. Holy Trinity is now one of a few surviving historic buildings in this area, which is mainly populated with 20th century housing.

The building is constructed of Flemish brick in the baroque style using a technique known as 'tuck pointing' – 'a super fine jointing that was so esteemed' by the Georgians. The survival of these details, and the survival of the church itself, is remarkable. There are now very few remaining historic buildings in the East End due to the slum clearances that took place in the late 1950s. The church sits on a junction between late 20th century housing developments in a deprived area of the city, a number of light industrial units, a large youth project, a small number of historic buildings in varying states of repair and a large green open space – the old town's moor.

Work began on site in August 2019 and in spring 2021 the site will launch to the public with a fantastic events programme and engaging interpretation targeted at local and regional audiences.

### **2. Project Team**

The project is being delivered by the Churches Conservation Trust (CCT) which has taken care of the building since 1988. The consultant will report directly to the Contracts Project Manager Amanda Gerry and work alongside CCT's Seventeen Nineteen Centre Manager Tracey Mienie and Seventeen Nineteen Participation & Engagement Officer Lily Daniels.

### **Our Approach**

The project is being delivered by the CCT Regeneration Team which delivers major projects for the CCT, aiming to conserve and transform underused community assets by simultaneously repairing the building's structure, and finding new uses that put it back at the heart of the community.

## BRIEF INFORMATION

### Measuring Project outcomes

The Regeneration Team recognise the importance of measuring projected outcomes not only to support the evaluation work required by funders, but to enable the Team to build on its own knowledge and learning of regeneration projects to create strong future project ideas that benefit wider and more varied groups.

The Regeneration Team commissioned BOP to develop a number of social impacts that could be measured across past, current and potential project sites. The developed outcomes come under three broad headings that mirror the HLF outcomes for heritage, people and communities:

- Im1: Outcomes with an impact on the building itself, primarily that the site is effectively managed and financially sound.
- Im2: Outcomes with an impact on individuals that they learn more, develop new skills, and are happier and more fulfilled.
- Im3: Outcomes with an impact on communities; that the project process leads to happier, more successful localities.

By outlining our projects under a shared framework this will allow the Regen Team to compare and contrast projects, their developments, strengths and weaknesses.

Specific outcomes relating to the construction phase will be reported directly to the National Lottery Heritage Fund (and our other funders). These are:

- Repair work carried out preventing loss of historic fabric
- Sensitive new build work carried out upgrading facilities for increased audience use
- Business and Activity Plan and Volunteering strategy
- Conservation Management Plan development
- Improved energy performance of the building and reducing the carbon footprint
- Craft skills opportunities including apprenticeships and public programme

See the Project Execution Plan for further details regarding evaluation of these outcomes.

### 3. Evaluation process

It is important that planned evaluation during the operational phase is not too onerous and therefore will be incorporated into existing activities wherever possible. Feedback will be primarily collected by volunteers and by site management.

The process will be continuous in order to demonstrate the long-term sustainability of the church and so it can develop and evolve in response to changing community needs.

### 4. Collection and types of data

Evaluation will be organised around an annual cycle, designed to avoid where possible other peaks of activity and 'spread the load'.

### 3. The Brief

As part of the development phase of the project, CCT created a bespoke evaluation framework that has combined the new NLHF outcomes and CCT's social impact measures with the particular ambitions for the project in relation to target audiences. This is included with the tender application documents.

The Evaluation report needs to take a robust approach to evaluation, with the success of new interpretation, general visitor experience, learning, volunteer development and training and activity programmes being evaluated against the project outcomes.

Evaluation for the Delivery Phase will be overseen by the Contract Project Manager with support from the Centre Manger

Evaluation for the Operational Phase will be overseen by Centre Manager who will take an overview of the new evaluation strategy ensuring that evaluation of activity and events and targeted project work is integrated with broader visitor evaluation and monitoring. The Centre Manager and Participation and Engagement Officer will take a lead on collecting evaluation data for specific streams of activity supported by volunteers.

We are looking to work with a qualified and experienced evaluator to

- Carry out evaluation of the delivery phase of the project monitoring progress against set KPIs and approved purposes providing an objective review of what has been carried out and not just to highlight all that has gone well. This also includes efforts to ensure that the evaluation itself is objective and that efforts have been made to challenge and scrutinise activity.
- Produce a reasonably self-contained delivery phase report to highlight how the project has met its objectives, as well as how effective, efficient and sustainable the project was, this should include a brief account of the project and how it began and its logic model, followed by distinct chapters for each of its objectives, with the evidence used in reaching conclusions
- Work with the Seventeen Nineteen Centre Manger to produce an evaluation framework and revisit our Project logic model for the operational phase of the project (post launch) to build evaluation into the project from the beginning, to help us prove what has been achieved, and improve on-going project activity.
- As well as;
  - Monitoring – letting us know if our strategy is heading in the right direction?
  - Evidencing – telling us whether our programmes are achieving their objectives?
  - Validating – informing us whether we are making the right funding decisions?
  - Improving – showing us if we can improve if we change something?
  - Researching – adding to our body of knowledge.

Please note we do not want a document that just 'sits on the shelf', we want to share our learning, impact, SROI, and economic benefits with the wider heritage sector, our internal and external colleagues and the local community.

## **Submission**

The external evaluator will work with project staff and volunteers to ensure data is collected accurately and expectations are clear, carry out evaluation impact interviews with key stakeholders and facilitate annual reflections from key staff and volunteers. The external evaluator will then produce an annual and final report on the project drawing together conclusions from their findings and assessing the impact of the project.

Data collected by the project team and volunteers, and drawn together by the external evaluator, will measure how successfully the project has met the NHLF outcomes and CCT social impact outcomes both in terms of quantitative outputs, in terms of numbers of resources, events, visitors and participants and qualitative indicators, which will explore the project benefits for people, the organisation and wider community. This combination of quantitative and qualitative collection of information will establish the degree to which the original project aims have been met.

The evaluator will:

- Develop evaluation systems that can be integrated into CCTs reporting system.
- Support the assessment of visitor impact through regular surveying and analysis of data.
- Support CCT in understanding the successes and future challenges of the project.
- Assess participant impact through observing activities and workshop sessions and interviewing participants.
- Provide insight and distil learning from the project as a whole to prove impact and improve future practice.

The evaluator will be directly responsible to the Project Manager, working alongside the Centre Manager and Learning and Participation Officer. If required, volunteers will offer additional support for data collection purposes. The external evaluator will recommend and develop evaluation tools for the project team to use to gather audience insight, carry out data collection and produce a summative report of the project methodology, achievements and learning points at the end of the project.

The evaluator will gather a range of feedback from participants and audiences using a variety of techniques including interviews with participants and wider visitors, attendance records, observations, concept mapping, focus groups, surveys and participatory activities. The evaluator will draw out models of good practice and any ensure strengths, weaknesses and unexpected opportunities are identified and built on to the best advantage of the project during each year of its delivery.

The evaluation will inform the project as it is delivered as well as in the sustainability of programmes in the longer term.

## **Responsibilities**

- To help project staff assess the success of the project against its aims.
- To carry out robust visitor research on visitors to Seventeen Nineteen.

- To develop evaluation materials and suggest tools and resources for gathering audience insight and evaluation of project impact in consultation with the project team which incorporates the CCT social impact and NHLF outcomes using the bespoke framework created for this project.
- To train volunteers how to collect evaluation data where appropriate.
- To draw together and analyse data collected through the project documentation.
- To assess the success of the learning and participation activity against the project ambition both during the project and at its end
- To carry out evaluation impact interviews with key staff, volunteers and external partners.
- To run a number of focus groups with project partners and participants.
- To write a summative evaluation report reflecting on the impact of the whole project and in particular whether or not it met the project aims.
- To assess any unexpected outcomes and draw out models of best practice in the project.
- To make recommendations in terms of practice for improvements to future work.
- To produce a final report and recommendations for use with internal and external stakeholders.

#### 4. Consideration

The reports produced must be flexible so we can use them for various funders including our main funder NLHF, three key areas: Outcomes for heritage / Outcomes for people / Outcomes for communities.

#### 5. Programme

Timetable may be subject to change.

Activity	Who	Timescale
Tender Deadline	Potential Evaluators	28 <sup>th</sup> August 2020 12.00pm
Shortlisting	CCT Staff	1 <sup>st</sup> September 2020
Invitation to successful interviewees	CCT Staff	1 <sup>st</sup> September 2020
Interviews – on site in Sunderland TBC	CCT Staff Potential Evaluators	AM only 10 <sup>th</sup> September 2020
Appointment Evaluation consultant	CCT	
Introduction to CCT staff and Seventeen Nineteen Project	Appointed Evaluator Seventeen Nineteen Project staff	TBC
Capital Phase report completion date		June 2021
Operational Phase Yr 1report completion date		December 2021
Operational Phase Yr 2report completion date		October 2022
Operational Phase Yr 3report completion date		June 2023 TBC

#### 6. Budget

There is a budget of **£5000 maximum** for this piece of work which will need to cover all work related to the commission including all labour and recording equipment required. **All costs must include VAT and expenses.**

## 7. Payment Schedule

Payment will be made in 5 instalments;

### Capital Phase Evaluation

- 1) 20% on appointment, review of existing evaluation strategy and agreed deadlines
- 2) 20% Production of the delivery phase report Yr 0.

### Operational Evaluation

- 3) 20% on completion of operational phase reports yr 1.
- 4) 20% on completion of operational phase reports yr 2
- 5) 20% on completion of operational phase report Y3.

Please note payments will only be made on production of an invoice to The Churches Conservation

### Tender Requirements, Qualifications and experience

CCT requires all those who wish to quote to submit a proposal that covers the following:

A methodology and programme which addresses the main areas of evaluation focus and evaluator responsibilities. This should be short, succinct and practical in nature.

- Outline of previous relevant experience including CVs.
- A detailed budget showing project fees must include all expense, and show vat where applicable.
- Two references are required.
- The tender should be provided by email

Submissions should also outline;

- Proven track record of arts and heritage project evaluation.
- High level of written and verbal communication skills.
- Demonstrable report writing and presentation skills.
- Experience of successfully carrying out audience research.
- Knowledge of national agendas and policies in relation to heritage and community engagement.
- Knowledge of current best practice in participatory approaches to developing interpretation.

Closing date for applications is **28th August 2020 12.00pm**

Interviews will be held on **AM only 10th September 2020**

For any further information about this commission please contact Amanda Gerry Email:

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