

1. Introduction to the project

- 1 . 1 Sudbury Arts Centre (ST PETER'S PROJECT, SUDBURY PROJECT, SUDBURY) is a £2.7m conservation and regeneration project at St Peter's Project, Sudbury church in Sudbury, delivered by the Churches Conservation Trust (CCT) and generously supported by the National Lottery Heritage Fund, as well as numerous other Trusts and Foundations and private donors.
- 1 . 2 The vision of this innovative project was to repair and regenerate St Peter's Project, Sudbury as a cultural and community centre for the town, embedding it further into the heart of Sudbury for generations to come.
- 1 . 3 The project aimed to conserve and regenerate St Peter's Project, Sudbury Church, Sudbury, through:
 1. Ensure St Peter's Project, Sudbury place at the heart of the community by providing a facility and programme that is used and valued by all;
 2. Create a heritage experience that interprets the stories of Sudbury, that will appeal to a local, national, and international audience;
 3. Improve the facilities and offer, attracting new – and currently untapped - groups to the venue, including commercial businesses, families, and young people;
 4. Engender community cohesion by providing opportunities for local people to meet, exchange ideas and share memories;
 5. Improve the sustainability of the site by attracting corporate and private individuals to hire the space for meetings, receptions, and celebratory events;
 6. Create new spaces for interpretation and activity, telling stories that are currently untold or inaccessible;
 7. Repair the fabric of the building, which is currently at risk, and at risk of hindering current activity that takes place in the space;
 8. Create new staff and volunteer posts, and provide opportunities for younger people to develop skills and experiences to serve them in the future;
 9. Develop stronger working relationships between the local community, FOSP and CCT.
- 1.4 CCT are seeking to appoint a qualified and experienced evaluator to evaluate the a) delivery phase (development and construction) plus b) operational phase (until the project end date in October 2025) of the ST PETER'S PROJECT, SUDBURY PROJECT, SUDBURY project and to work with the ST PETER'S PROJECT, SUDBURY PROJECT, SUDBURY Operations Manager to establish an evaluation framework for ST PETER'S PROJECT, SUDBURY PROJECT, SUDBURY following the end of our NLHF (National Lottery Heritage Fund) funded period of operation.

2 Why is evaluation important to the CCT

- 2.1 Evaluating our work demonstrates the difference our projects makes, and lets us know what we

do well, what we can improve on and the impact we make for our communities, our stakeholders and the nation's heritage.

- 2.2 CCT's Senior Management Team are keen to learn from all our Major Projects to ensure learning is taken into consideration in future delivery across the Trust and understand how Major Projects contribute to the delivery of our Strategy and Key Performance Indicators (see Appendix One)
- 2.3 Evaluation of the project should focus on what difference the project has made, how that difference has been made, and how things could be improved in future.
- 2.4 Whilst not prescriptive, we anticipate that evaluation will be communicated via a series of reports which include the following:
 - ST PETER'S PROJECT, SUDBURY PROJECT, SUDBURY achievements and challenges from inception to operation (in all areas including but not limited to; staffing, project, budget and programme management, construction and conservation, activities, interpretation, learning and engagement, and programming)
 - Evaluation of how ST PETER'S PROJECT, SUDBURY PROJECT, SUDBURY has delivered against the Approved Purposes set out by our major funder, the NLHF (see appendix 3)
 - Evaluation of how ST PETER'S PROJECT, SUDBURY PROJECT, SUDBURY has supported delivery of the CCT Strategy and KPI's
 - Evaluation of how ST PETER'S PROJECT, SUDBURY PROJECT, SUDBURY has delivered against the project Business Plan
 - Information on unexpected outcomes and impacts, particularly in the areas of Health and Wellbeing, Job Creation, Partnerships, etc.
 - Lessons learnt and recommendations for embedding learning in our future work.

We would welcome final reports that include not only traditional written analysis but also narrative case studies, photographs, and/or infographics.

2. The Brief and the role

- 2.5 The external evaluator will help CCT evaluate;
 - The Construction Phase (project delivery on site, budget and project management, conservation impact) tied into NLHF approved purposes.
 - The Operational Phase (delivery of business plan and activities including learning, training, and volunteer programmes until the end of the NLHF funded programme);
- 2.6 The external evaluator role will enable us to evidence and understand what has been achieved and improve this and future projects by:
 - Monitoring – letting us know if our project is heading in the right direction;
 - Evidencing – telling us whether our project is achieving its objectives and how it has done that;
 - Validating – informing us whether we are making the right funding, project management and operational decisions;
 - Improving – showing us if we can improve if we change something;
 - Researching – adding to our body of knowledge.
- 2.7 Data collected by the project team including site staff and volunteers will measure how successfully the project has met the NLHF outcomes and CCT social impact outcomes in terms of quantitative outputs (numbers of resources, events, visitors, audiences, etc.). The

Evaluators' role will be to validate this and include qualitative indicators.

- 2.8 Analysis of this combination of data will establish the degree to which the original project aims have been met.
- 2.9 Reports produced must be flexible so we can use them for reporting to existing and potential funders including our main funder, the NLHF.
- 2.10 The external evaluator will:
- Work with project staff and volunteers to ensure that data is accurately collected and that expectations are clear, providing training as required. For example, on how to carry out impact interviews with key stakeholders and facilitate reflections from key individuals;
 - Assess impact on volunteers, audiences, and other beneficiaries through a variety of means and techniques such as observing activities and workshops, interviews, surveys, focus groups, attendance/audience data;
 - Draw out models of good practice and ensure that strengths, weaknesses, and unexpected opportunities are identified and built on to the best advantage of the project;
 - Ensure that the approaches and systems used can be integrated into CCT's reporting system;
 - Provide insight and distil learning from the project to prove impact and improve future practice.
 - The external evaluator will be responsible to Capital Project Manager (Jake Millar) for the capital phase evaluation and the ST PETER'S PROJECT, SUDBURY PROJECT, SUDBURY Operations Manager (Aili Burke) for the evaluation of the operational phase.
 - The external evaluator will recommend and develop evaluation tools for the project team to use and provide training where necessary.

3 Programme

Activity	Who	Timescale
Tender Deadline	Potential evaluators	Wednesday 5 th April 23
Shortlisting	Amanda Gerry and Jake Millar	Friday 7 th April 23
Invitation to successful interviewees	Jake Millar	Friday 7 th April 23
Interviews (to be held in person / TEAMS)	Amanda Gerry and Jake Millar	Tuesday 11 th April 23
Appointment	Regeneration Team TBC	Wednesday 12 th April 23
Introduction to project team / Inception / external / internal conversations re capital phase	Successful evaluator and project team	April 23

Evaluation Framework finalised (capital)	Evaluator and project team	April / May 23 on inception meeting
Capital phase report completion date	Evaluator	August 23
Evaluation Framework (operational)		September 23
End of year 1 /2 report	Evaluator	October 2024
Final Report	Evaluator	October 2025

The timetable may be subject to change. An initial review will be carried out at the inception meeting following appointment.

4 Budget

We have a budget of £10,000* + VAT (Value Added Tax) for this commission (inclusive of travel and expenses and any recording equipment required).

*Fee to include all visuals, infographics, and relevant expenses including travel.

5 Payment Schedule

Payment will be made in 4 instalments:

1. 10% on appointment;
2. 30% following completion of a new evaluation framework and construction report;
3. 30% on production of year 1 / 2 evaluation report;
4. 30% on completion of final evaluation report.

Please note payments will only be made on production of an invoice that details all work completed to date.

6 Tender Requirements, Qualifications and Experience

6.1 All proposals must include a methodology and programme that outlines the approach to the brief, referencing the role as described in this document. This should be short, succinct, and practical in nature, and should not exceed 10 pages including case studies and photographs. The document should also include the following information:

- Details of previous relevant experience, including CVs of key personnel;
- A detailed breakdown of fees, including expenses and showing VAT where applicable;
- Details of at least two relevant referees.

6.2 Submissions should also demonstrate:

- Proven record of accomplishment of arts and heritage project evaluation;
- Elevated 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 the arts, heritage, and community engagement.

Proposals should be submitted by email to agerry@theccct.org.uk by **5pm on Wednesday 5th April 2023**.

7 Contact

7.1 For any further information about this commission please contact:

Amanda Gerry, Project Director
agerry@theccct.org.uk

Appendix One: CCT Strategy and Key Performance Indicators

The CCT Strategy



CCT KPI's

Strategic Pillar	KPI
Supporting communities to use and love their historic places of worship	85% of volunteers and communities feel well supported by CCT by 2024
	A further £700k of church-based funding is generated every year by 2024
	Increase our annual regular maintenance expenditure to over £1 million by 2024
	Deliver 15 priority projects by 2024
Sharing our skills to sustain churches	Achieve our 5-year commercial target
	Work with 50 communities outside CCT over 5 years
Promoting the value of our shared cultural heritage	Achieve 2 million visitors per year to CCT churches
	Grow CCT supporters to 10,000 by 2024
	Grow digital audience by 250% by 2024

Appendix two: Project Background

The Churches Conservation Trust (CCT), established in 1969, is the national charity protecting historic churches at risk. We have saved over 356 Grade I, II, or II* listed buildings no longer required for regular worship.

We conserve, repair, and adapt the churches in our care to meet local needs and encourage community ownership by working with local organisations and volunteers to find innovative new uses for these significant buildings, allowing our churches to be enjoyed as cultural, social, tourism and educational resources, kept open, in use and living once again in the heart of communities.

The Regeneration Team leads on major reuse projects for both CCT and for external groups whether working churches or local community groups, and combines regeneration expertise with high-quality community engagement, market research and a drive towards finding sustainable and long-term uses for these buildings.

St Peter's Project, Sudbury Sudbury

Urgent repair work is required to make the building watertight and to allow the site to continue to function as a community space.

The roofing and rainwater goods are a particular concern. The lead sheet roofing to the north aisle roof is suffering from severe underside lead corrosion and is in urgent need of renewal with holes appearing externally, allowing water ingress.

The lead sheet roofing to the chancel dates back to 1776 – despite, or due to, the extensive patching up that has taken place since that year, there has been recent and significant water ingress causing plaster to fall internally increasing the risk of accident.

There are regular instances of leaks within the nave, close to the south side of the chancel arch. The cast iron rainwater goods are in poor condition with some sections a risk to public safety.

Urgent masonry repairs are required to the north-east buttress to the chancel where there are open joints and heavily weathered masonry with some loose material at plinth level. The south elevation of the south porch is adjacent to a busy road which has accelerated deterioration.

The masonry is extremely crumbly and vulnerable to further damage. The stonework around the south door to the chapel is heavily weathered and the sill is becoming loose.

Internally there are substantial amounts of loose plaster to the chancel walls at high level. This has been caused by a combination of historical movement, water ingress and cement-based mortars used externally. It is likely that at least 20% of the plaster to the chancel clerestory will require renewal, including to the window reveals.

Without this work, the condition of the building will deteriorate, and current community activities will have to cease. The opportunity to generate increased revenue from commercial hire will remain unrealised. This will have a significant impact on the financial sustainability of the site, but also on the town. St Peter's Project, Sudbury is the largest and most central space for community activity with numerous groups using it for their activities.

Closure would impact those various organisations that currently use the space and the livelihoods of some providers

Appendix Three: Approved Purposes (as per NLHF permission to start letter October 2020)

1. Carry out capital works as detailed in the application form including extensive repairs to the exterior of the church, a new reversible timber structure at the west end of the church housing new toilets, kitchen, volunteer areas and storage facilities with stair and platform lift access.
2. Replacement of entrance lobby and installation of new visitor welcome and retail facilities.
3. Construct an external hard area for use as field kitchen and external seating area.
4. Employ a Centre Manager, Learning and Participation Officer, Development Officer as set out in the application.
5. Deliver a crafts skills training apprenticeship and three on-site work placements for young people.
6. Deliver training for staff and volunteers as detailed in the application form.
7. Establish a Local Advisory Board to include representatives of the Friends of St Peter's Project, Sudbury as well as a range of other stakeholders.
8. Deliver the Activity Plan as submitted with the application including the craft skills programme, church trails, cultural exchange cafes, Lates at St Peters, family holiday programme, oral history project, documentary film, pop up and changing community displays, tapestry banner, café spotlight workshops, medieval market celebration.
9. Develop a range of school learning resources and activities.
10. Deliver the Interpretation Plan as submitted with the application including co-curation workshops to design and create the interpretation.
11. Work with The Bridge social enterprise to deliver a community café.
12. Carry out evaluation of the project and submit an evaluation report when the project is completed.

Appendix Four: Format of the evaluation

NLHF provide [Evaluation guidance | The National Lottery Heritage Fund](#), whilst we are open to discussion, we would like you to read and adapt this model to tell the story of the project from inception to operation, noting the following;

1. **Inputs** - the resources used to make the project happen for example, staffing, time, and money.

2. **Outputs and Outcomes.** Our evaluation needs to look beyond the outputs to what has been achieved as a result, that is, the outcomes, with focus on outcomes in the following areas:

- 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

3. **Assumptions** - the underlying 'vision' behind the project and how the activity, volunteering and events programme will create the intended (longer-term) outcomes.

4. **External factors** - the elements that have influenced what is trying to be achieved, either positively or negatively, for example – carrying out construction during a pandemic!

5. **Unexpected Outputs and Outcomes** – what added value has this project contributed to?

We would also like you to use the principles for good evaluation, listed below:

a. Use a logical framework setting out links between activities, expected outputs and outcomes for all elements of the project.

Your report should highlight the logical approach that you have taken to this evaluation. It should detail the logic model and the plan to measure evaluation of this project.

b. Use appropriate and methodical ways of asking your audience questions that provide robust evidence including coverage of well-being as well as demographic, economic, social capital, and quality of conservation issues where appropriate.

Please include detailed summaries of the research methods you used to collect data, with both quantitative and qualitative techniques as appropriate.

c. Robust and transparent analyse of data to provide evidence on outcomes

d. Ensure the evaluation is objective and free from bias and helps us prove and improve the work we undertake. We would expect to see included those things that have not worked or impact that has not been achieved yet or was unrealistic to expect in the first place ensuring. that efforts have been made to challenge and scrutinise activity.

e. Clearly and sufficiently present results in a self-contained report, including 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 on each. Your evaluation report needs to be able to clearly offer project insights, highlighting areas for improvement and learning for the future. It should provide clear conclusions and recommendations to enable the CCT to identify and apply any lessons learned, ensuring that the evaluation approach you have taken has offered an opportunity to learn and reflect.

[Appendix Five: NLHF funding priorities](#)

To support the sector in its continued recovery from the coronavirus (COVID-19) pandemic, and through the cost-of-living crisis, NLHF are prioritising heritage projects that:

- promote inclusion and involve a wider range of people (a mandatory outcome)
- boost the local economy
- encourage skills development and job creation
- support wellbeing
- create better places to live, work and visit

- improve the resilience of organisations working in heritage

Projects must achieve at least the inclusion outcome. In addition to the outcomes, all projects must also consider long-term environmental sustainability.

More information: [Priorities for National Lottery Grants for Heritage](#).