

PROGRAMME EVALUATION

CONSULTANT BRIEF AND INVITATION TO TENDER



JUNE 2021



The opportunity

Theatre Orchard and Culture Weston has a programme of arts, culture and creative activity that is working towards the following long term outcomes:

- More people from underserved communities engage in, create and are inspired by creativity and culture, and become more regularly engaged as creators, participants and audiences
- Residents feel an increased sense of belonging, agency and pride in their locality
- More people taking part in decision-making around shaping local creative and cultural provision
- Increased capacity, capability and diversity in arts and cultural provision
- Perceptions of Weston as a place to live, work and play are improved
- Increased investment in arts and culture in Weston

We are seeking an external consultant to support the evaluation of two wide ranging cultural programmes in Weston-super-Mare. To include:

- Design and implement a whole programme evaluation
- Adopt an outcome focused evaluation methodology
- Develop recommendations for programme legacy

About Theatre Orchard and Culture Weston

Theatre Orchard's mission is to build and promote the value of culture as a dynamic, transformative force for community and economic regeneration in North Somerset. For the past 13 years we've partnered with high quality artists and organisations to create outstanding experiences for people in North Somerset. We're specialists in community participation, creating and presenting diverse work with, for and by the people of North Somerset. One of the main drivers behind Theatre Orchard's work is a desire to address the inequality gap in North Somerset - the third largest out of all 326 local authorities in England.

Culture Weston is a programme that places people and community and creativity and culture at the heart of Weston's daily life and placemaking ambitions, building an inclusive creative and cultural ecology and infrastructure and enabling ambitious creative collaborations.

Programme One: Weston Presents

Weston Presents is a programme funded by Esmée Fairbairn. It aims to transform Weston as an ambitious cultural democracy, delivering a programme of arts, culture and creative activity with, for and by communities in Weston as participants, decision-makers, artists and audiences, using culture to drive placemaking and community regeneration.

The programme aims to provide opportunities to experience high quality arts and culture that is accessible to all. It's all about creating amazing creative and cultural opportunities on the doorstep. From jaw-dropping spectacle to intimate experiences in neighbourhoods, we want to make art happen. In the process we aim to inspire and support residents and creatives who live, work and study in the area. It runs from May 2021 to March 2024.

Key Weston Presents activities:

- Community hub programme – regular programme of drop-in creative activities, tasters, programmed performance and a wide array of classes for young people and adults to develop both creative and practical skills that is shaped by the community.
- Flagship projects – large-scale commissions, high quality arts and culture to complement the established entertainment offer of the town co-created between high profile national artists and local communities. These commissions may include mass participation from local people.
- Local commissions – projects that are commissioned from conversations with residents, community groups and small organisations that would like to make a tangible and positive difference in the places where they live/work.
- Artist residences – a series of 6-month residencies co-commissioned with local people co-create ambitious new, relevant and distinctive works through participation.
- Talent development – developing the professional practice and capacity of local artists/creatives through co-commissions/bursaries, training sessions, advice and guidance surgeries and an Emerging Producers Programme.

Programme Two: High Street Heritage Action Zone culture programme

Weston-super-Mare is part of Historic England Heritage Action Zone scheme, a programme that aims to revitalise historic areas in order to bring about wider economic and social growth. The cultural programme is funded by Historic England to enable four years of nationwide cultural activity helping to make high streets more attractive, engaging and vibrant places for people to live, work and spend time.

21st Century Super Shrines puts local people centre stage as change makers in the town centre. Through a process of co-creation and collaboration, local people will work with high profile national artists to create a series of contemporary, community created shrines that celebrate the heritage, identity and ambitions of Weston's diverse communities ("a shrine: any place or object hallowed by its history or associations"). It runs from May 2021 to March 2024.

Inspired and enabled by professional artists (in partnership with community producers and local emerging artists), local communities will make a series of innovative contemporary 'shrines' that stem from a consistent creative-wellbeing offer on the high street.

These 'shrines' may be permanent waymarkers that animate the environment or live arts experiences that transform hearts and minds. The brief is open, the range of creative mediums and artists diverse. Cumulatively the shrines will map a set of shared values determining a new sense of 'worth' in the town centre.

The programme will empower local communities as creative agents of change at the centre of a high street narrative of community renewal and ownership. Founded on principles of co-creation, the project's structure will flex in response to community need.

Through 21st Century Super Shrines we seek to:

- Celebrate and illuminate what is great and distinctive about the high street - past, present, future
- Empower local people to have a voice and to build a sense of belonging and ownership in the high street

- Skill up local artists and create new community producer roles that build community capacity and that can continue to animate the high street with, for and by local people
- Create inclusive and accessible experiences that connect people and broaden horizons
- Strengthen existing networks and create new networks to both reduce isolation and animate meanwhile spaces and high street places
- Build a town centre that is both a home and a destination: “Make happy those who are near and those who are far will come”
- Enhance the visual fabric to further underpin the growth of community pride

Impact and Evaluation brief

We wish to commission an external evaluation to support on the evaluation of these programmes that examines the quality of the creative process and provides evidence of our impact on people and place (social and economic).

As part of the evaluation there are a number of research questions that we would like to explore. The extent to which:

- participants feel empowered to take the lead in shaping local cultural provision
- people’s perception of the town centre is enhanced through the permanent and creative interventions
- participants feel an increased sense of belonging, ownership and pride in the locality
- more people from the identified communities, create and are inspired by creativity and culture, and become more regularly engaged as creators, participants and audiences
- the extent to which capacity, capability and diversity in arts and cultural provision is increased
- sustainable partnerships are established across cultural, education, health and voluntary sector to maximise access to, and provision of accessible creative and cultural opportunities in Weston town centre.

The desired outcomes from this brief are to:

- Understand the demographic profiles of participants, attenders, volunteers and others that engage in the programmes;
- Gain a better understanding of participants and audiences’ interests, motivations, behaviours and attitudes towards arts and culture by capturing feedback;
- Provide robust research and data to support evidence towards the above research questions;
- Get under the skin of the programme to understand what works and why (particularly in relation to engagement and shared decision-making), and what the lessons are for practice of this type
- Establish a series of case studies on people and the impact we have made.

Deliverables

The key requirements to be delivered by the evaluator will include:

- Formative meeting with Theatre Orchard, Culture Weston and key partners July 2021
- Design and delivery of an evaluation framework and action plan, that clearly sets out approaches to measuring the impact of the programme by end August 2021
- Establish baseline data in relation to the research questions and desired outcomes in year 1 (21/22) and to measure change in years 2 (22/23) and 3 (23/24).

- Creation of 1 case study per year, as agreed with the Theatre Orchard team for public dissemination
- Interim progress updates about how the evaluation is progressing (rather than the evaluation findings) in March 2022 and March 2023
- Attend bi-annual formative evaluation meetings with the Theatre Orchard team
- Provide a final report measuring the impact of the programme, including the quality of experience of those participating by April 2024
- Attendance at a summative evaluation meeting with the Theatre Orchard team to explore and make recommendations on legacy in Spring 2024

Additional Considerations

Audience Finder, The Audience Agency

As an Arts Council National Portfolio Organisation (NPO), Theatre Orchard is required to collect audience data using the Audience Finder framework. While this programme is not part of our NPO programme, but to ensure readability across our audience data it our preference that the Audience Finder framework is embedded into the evaluation.

Insight & Impact Toolkit

As an Arts Council NPO Theatre Orchard can access the Insight & Impact Toolkit, a digital platform to help Arts Council's funded organisations to evaluate the impact of their work on the people who experience it. The adoption and integration of this framework in to 21st Century Super Shrines could be considered in responding to this brief.

Fee

The fee for the work is £12,000 (inc VAT) inclusive of all expenses. Please provide a budget for the evaluation that is broken down against individual stages or tasks as outlined in your methodology.

Timescale

Commence July 2021 complete work by April 2024

Consultant criteria

We are looking for a consultant with:

- Experience of evaluating arts engagement programmes
- A focus on outcomes
- Experience of working with teams in operational settings
- Experience of engaging local people in the evaluation process
- Experience of facilitating action planning / reflection workshops
- Ability to travel to various sites around the project area

To apply

Your tender should include:

- A brief summary of your understanding of this brief and the context for Theatre Orchard's and Culture Weston's work
- How you will approach the evaluation and an outline methodology
- A summary of your relevant experience
- Profiles for your evaluation team members
- How you will manage the project including timetable

- Your ideas about how you will present the evaluation findings to ensure they have traction and influence
- A budget for the evaluation.
- Copies (or links to) two of your recent and relevant evaluation reports or products
- Team CVs as additional Appendices.

The deadline for applications is Friday July 9th 2021

Please email your proposal to tom@cultureweston.org.uk

Selection Process

We will evaluate your tender against the following criteria:

- Strength of methodology and approach
- Experience and track record in evaluations of this type for both your organisation and the individual team members
- Value for money

If shortlisted, interviews will be held in the week commencing 12th July.

Contact

For an informal chat about the project contact please contact Tom Newman, Culture Weston programme manager on 07791010546.

Additional information

A copy of the full programme plan is available on request from tom@cultureweston.org.uk