



Black South West Network
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Heritage Evaluation Consultant – Commissioning Brief

Black South West Network (BSWN) has been awarded funding by the National Lottery Heritage Fund to undertake a 9-month Development Phase for our project – *Re-Telling and Reimagining the Histories and Cultural Heritage of Racially Minoritised Communities in the South West*.

The overarching theme of this project is notions, understandings, and experiences of *Identity, Belonging, and Place* within which we will be exploring sub-themes such as – histories re-told; Being Black in the Southwest today; the Politics of Heritage; Black Intersectional lenses; and Colonialism – then and now. However, the specifics of the forms of heritage and the sub-themes for the Delivery Phase will be defined during this Development Phase project.

Geographically, BSWN understands the ‘South West’ to span from Gloucester in the north to Penzance in the south and east to Swindon and Bournemouth.

We are now seeking to commission a team of consultants to work with us on different strands of work within this Development Phase. These strands include –

- Developing BSWN as a leading cultural heritage organisation
- Engaging and consulting with our range of audiences,
- Exploring the scope of the digital platform and immersive experiences for this project
- Developing longitudinal evaluations, approaches and systems for our cultural heritage work.

BSWN is proposing a unique and innovative way of working within the cultural heritage sector. This brief focuses on identifying the learnings from this Development Phase as well as developing and co-producing a detailed evaluation framework for the Delivery Phase. It will need to assess the impact of the work against the proposed outcomes but also draw out critical learning from the philosophies, approaches, and methodologies used that can be utilised elsewhere in the heritage sector. The consultant(s) will also support BSWN with the development of the Delivery Phase application.

We are seeking to commission a consultant or team of consultants to deliver this element of the work. The period of the contract runs for 6 months from August 2023.

Project Background

[BSWN](#) is a racial justice organisation based in Bristol with a 15-year track record of delivering racial justice work across the Southwest of England. BSWN has been delivering heritage projects exploring identity and belonging for Black and Racially Minoritized communities in the Southwest since 2010.

We have recently acquired The Coach House in Bristol, a 12,000 sq/ft building that will provide the primary physical space through which to deliver our cultural heritage work. This building will be refurbished to become a regional Centre for Black Enterprise and Culture. We are also designing a





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prototype digital platform as an online, interactive space for curation, archiving, and engagement with Black Intangible Cultural Heritage.

BSWN has consulted with Black and Racially Minoritized cultural heritage producers on the issues they and Black audiences face and co-produced a theoretical framework for community-led ownership, management, curation, and engagement with Black and Racially Minoritized Intangible Cultural Heritage.

The *Re-Telling and Reimagining the Histories and Cultural Heritage of Racially Minoritized Communities in the Southwest* project enables us to test, operationalise, and evaluate this theoretical framework on a large scale and gain an audience-led understanding of how the Coach House and the digital platform can meet their needs as cultural heritage spaces.

Outline of Work

The Heritage Evaluation Consultant(s) will, in collaboration with the other consultants -

- Undertake reflective and developmental evaluation processes with the BSWN team and the Cultural Heritage Steering Group to draw out learnings of this Development Phase and for the Delivery Phase Framework.
- Develop an evaluation framework for BSWN's ongoing physical and digital operations as a Cultural Heritage Organisation
- Review, assess and recommend developments to BSWN's existing evaluation and impact measurement systems,
- Develop a detailed and costed evaluation framework for the Delivery Phase application.

The consultant(s) will be expected to work collaboratively with the other consultants within the team to deliver the overall piece of work, the final output of which is the completed Delivery Phase application to the NLHF and all the required supporting documentation.

Methodology

The bidders against this tender are expected to propose a detailed methodology for this piece of work. However, it is anticipated that aspects of this work will involve exploring the approaches, tools, and resources provided through Inspiring Learning For All and Our Museum projects through the Arts Council and Paul Hamlyn Foundation. It is also expected that the evaluation framework will follow National Lottery Heritage Fund guidelines for logic-model based evaluations.

This role is part of a broader piece of work within the development phase of our unMuseum project which comprises a larger team of consultants as well as the broader BSWN team. Collaborative working is therefore required for this phase of the research as we work towards delivering the



required outputs for the next phase, but broader than that, co-creation is inextricably connected to the practices and processes of the UnMuseum.

Outputs/deliverables

1. An Evaluation Report on the Development Phase.
2. A fully consulted on, detailed, and costed evaluation framework for BSWN as a cultural heritage organisation and the Delivery Phase activities.
3. The provision of advice and support in the development of the Delivery Phase application to National Lottery Heritage Fund with all supporting documentation.

Timetable for Delivery of Outputs

All work must be completed within the 6 month timetable i.e., no later than 31 January 2024. At the start of the contract, the consultant(s) will be expected to propose and agree a timetable for the delivery of the individual outputs with BSWN. This timetable must integrate with the timetables for the other pieces of work as there are cross-dependencies within them. On agreement of this timetable, it will form part of the contract with BSWN.

The reports and recommendations will be presented to the BSWN Director, Sado Jirde, for sign off on, or before, their due date. Due to time constraints, these deadlines will be non-negotiable final deadlines and failure to meet these deadlines will result in a 20% reduction in fees for the relevant deliverable. The bidder is recommended to build contingency time into their work plan to account for any potential delays.

Verbal and/or written reports on the implementation of the recommendations will be provided to the BSWN Project Manager on a weekly basis.

Bidders will be expected to demonstrate that they have all the relevant skills and sufficient experience to deliver the outputs to the highest possible standard. However, we expect the successful consultant to have at least 5 years' experience of evaluating activity-based heritage programmes, including both 'physical' and 'digital' mediums of engagement, curation, and archiving, and developing evaluation frameworks for major National Lottery Heritage Fund applications.

Contract management

We expect the service commissioned to begin in August 2023 and be completed by 31/01/2024. The reports shall be submitted to BSWN by the dates listed in the agreed Timetable for Delivery of Outputs.



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The contract will be let by BSWN to a single 'Lead Consultant'. In the case of the bidders proposing a team of consultants comprising individuals from other companies or acting as self-employed consultants, the 'Lead Consultant' will be responsible for agreeing subcontracting arrangements with them. The 'Lead Contractor' will also be responsible for quality assurance and day-to-day management of their subcontractors' work.

The work is being guided by a Cultural Heritage Steering Group comprised of Black and Racially Minoritized cultural heritage producers, archivists, public historians, and artists to whom the consultant(s) will provide regular update reports.

The payment schedule.

Payment will be made at the end of each month in which outputs are scheduled, subject to the satisfactory delivery of said outputs.

Payment terms are 30 days from submission of an invoice to Finance Manager, Mark Hitchins.

The contract will be managed on a day-to-day basis for BSWN by Angelique Retief, Project Manager.

Award criteria

A proposal for undertaking the work should include:

- A keynote statement regarding the Consultant's understanding of the specific issues and considerations around the ownership, management, curation, and archiving of the ICH of historically marginalised and excluded communities.
- A detailed statement of how the project will be approached highlighting significant issues which will need to be addressed as part of the project.
- A detailed description of the Consultant's previous experience on comparable pieces of work
- A detailed methodology/approach for undertaking the work.
- A timescale for example, in the form of a Gantt chart, for carrying out the project
- CVs of the key personnel who will be involved with the project
- The daily charging rate of individual staff involved
- An overall cost for the work inclusive of VAT

Proposals submitted will be assessed by BSWN against the following questions:

- To what extent does the proposal demonstrate an understanding of the issues (including social values) related to this brief?
- To what extent are the methodology and methods appropriate to the requirements set out in this brief?





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- What degree of experience does the bidder demonstrate to successfully complete the work?
- Does the proposal represent value for money?

Procurement process

The procurement timetable will be:

Commission advertised: 19/07/23

Questions on submission deadline: 01/08/23

Proposal return deadline: 5pm on 04/08/23

Interview Date: to be confirmed

BSWN will notify bidders of our procurement decision via email by 18th August 2023.

Proposals should be emailed to: Mina Drobna, Operations Manager. mina@bswn.org.uk by 5pm on 04/08/2023

