



**BRIEF: Evaluation Consultant  
For the British Army Flying: Discovering Stories of Courage,  
Comradeship & Innovation Project**

13 August 2020

**BACKGROUND**

The Army Flying wishes to appoint an Evaluation Consultant for its British Army Flying: Discovering Stories of Courage and Comradeship project, which is funded through the National Lottery Heritage Fund.

The Army Flying Museum at Middle Wallop in Hampshire (Charity Number 297897) uniquely tells the story of British Army Flying and is the regimental museum of the Army Air Corps (AAC). Established in its current location in 1983, it was expanded in 1989 and now contains over 40 aircraft, many hundreds of smaller artefacts and an archive of 500,000 documents and 30,000 photographs. It benefits from the support of a highly committed staff and about 70 regular volunteers.

The Museum Board approved a plan in 2015 to underpin future sustainability through modernising and updating our displays, improving access for those with disabilities, expanding our volunteer programme and facilities, embarking on a major programme of community activity and expanding and widening our learning output to include **Science Technology Engineering and Mathematics**.

Our development phase application) was submitted to the Heritage Fund (HF) in April 2016, our subsequent Round 2 application was successful, and we received permission to start in April 2018. The total project cost is £2.6million. The Museum closed between November 2018 and April 2019 to install the capital improvements brought about by the Project. The Activity Plan is currently underway and will run until mid-2021.

The Activity Plan can be viewed at <https://www.armyflying.com/project-eagle/phase-2-activity-plan/>.

Since the capital works were completed, we have seen a 20% increase in visitor numbers and excellent feedback from visitors and users. The Activity Plan has engaged with many people so far, including over 6000 people via a virtual programme of workshops during the Museum's recent closure due to Covid-19.

We are currently collecting visitor feedback, information from participants in the Outreach programme, schools sessions and through in person questionnaires. We have monthly progress reports that the Project team put together which collates anecdotal feedback against the activity stats.

The project is having a significant impact on the Army Flying Museum which is becoming much more than a museum – it will be a focus for community activity, welcoming and providing access to all. It will combine learning with fun, recreation with interest, and provide increased volunteer opportunities and, importantly a great day out.

Thank you for your interest in the Army Flying Museum.

## **PROJECT EVALUATION**

The museum team has taken a robust approach to collecting feedback and monitoring information in relation to areas such as new interpretation, general visitor experience, learning, volunteer development and training and activity programme being evaluated against project outcomes. There is an existing Evaluation Framework (which is in need of review and updating) and the Chief Executive has an overview of the evaluation approach, ensuring that evaluation of activities, events and project work is integrated with broader visitor evaluation and monitoring.

The Learning and Communities Officer, Outreach and Engagement Officer and Volunteer Manager lead on collecting data for specific streams of activity supported by the Project Team and volunteers.

The current guidance for evaluation from the HF can be found here:

<https://www.heritagefund.org.uk/publications/evaluation-guidance#heading-2>

The Project Evaluation will support the Project Team in answering the following questions:

- Has the Museum attracted new audiences and are visitors coming from further afield?
- Does the new interpretation scheme help visitors understand the story of Army flying?
- What has been the experience of Project participants, visitors and partners?
- Has the volunteer base grown and diversified and what has the experience of volunteers been?
- What impact has heritage training had on volunteers, staff and board members?
- Has the school and informal learning programme grown and has STEM based learning been successful with these groups?
- Has the museum established successful relationships with the AAC community, military personnel and their families?

The Project Team, in conjunction with the Project Evaluator, will gather a range of evaluation insight from partners, participants and audiences using a range of techniques including:

- Accurate visitor volunteer and participant records
- Using the Activity Plan for planning of activity and evaluation
- Collecting visitor research through feedback and surveys
- Collecting pupil and teacher feedback forms
- Having regular informal discussions with participants, volunteers and partners
- Monitoring comments on TripAdvisor / Google reviews / Social Media

The evaluator will work with the Project Team to ensure appropriate data is collected in order to enable the Evaluator to write the final report to assess the impact of the Project against the the project objectives and the aims of the Activity Plan and in particular:

- Measure how successful the British Army Flying: Discovering Stories of Courage, Comradeship and Innovation Project has been in meeting the outcomes set out in our application to NLHF, both quantitatively (resources, events, visitors and participants) and qualitatively (benefits for people, the organisation and wider community).

## **RESPONSIBILITIES**

The Project Evaluator will report to the Museum Chief Executive and in particular:

- Advise the Chief Executive in a brief written report quarterly of the ongoing success of the Project against its aims.
- Review and update the evaluation framework
- Identify gaps or needs in relation to data collection and support the Museum team to address these, including providing model questionnaires, feedback forms, surveys etc
- Drawing together and analyzing data collected
- Conduct evaluation interviews with staff, volunteers and external partners
- Undertake consultation and observation of museum visitors, observe workshops and events
- Organize, facilitate and run quarterly reflection/briefing meetings for Project Team members.
- Lead a final reflection session with the client team, including the Project Board
- Assess any unexpected outcomes and highlight out best practice in the project
- Identify lessons learnt and make recommendations about future improvement
- Write the final evaluation report, in line with current NLHF evaluation guidelines, reflecting the impact of the whole Project and the extent to which the intended outcomes have been achieved.

## **Qualifications and experience:**

- Proven track record of undertaking the evaluation of HLF/NLHF-funded age projects and of writing final evaluation reports.
- Direct experience of leading evaluation activities (eg consultation, 1:1 interviews, workshops with a range of audiences)
- Good written and verbal, communication, written and report writing skills
- Knowledge of community engagement practice
- Knowledge of national policies relating to heritage and community engagement
- Knowledge of best practice of informal and formal learning in museums

## **TIMESCALE FOR APPOINTMENT**

- Tender deadline – midday Friday 11 September 2020
- Interviews – 17 and 18 September 2020 at Museum / via Zoom
- Appointed – by 22 September 2020
- **Evaluation Report – final report due by 30 September 2021**
- Grant expiry date – 31 October 2021

## **HOW TO TENDER**

Please submit a proposal which includes the following information:

- Names and CVs for all key individuals from your organisation who will be involved in delivering this commission.
- Your experience of preparing and delivering successful evaluation and final evaluation reports for HLF/NLHF funded projects.
- Examples of up to three previous evaluation commissions you have undertaken for heritage projects (each example should be no more than 1 side of A4)
- Proven skills in leading evaluation activities such as development of evaluation frameworks, consultation, interviews, client feedback sessions.
- Contact details for two client referees (these should be clients for whom you have undertaken evaluation of HLF/NLHF projects)
- Confirmation of your ability to work to the required timescales
- A fixed price fee using the Form of Tender below.

Tenders should be sent to:

### **Lucy Johnson – Chief Executive**

Army Flying Museum, Middle Wallop, Stockbridge, Hampshire, SO20 8FB  
[chiefexecutive@armyflying.com](mailto:chiefexecutive@armyflying.com) / 07859 038793

Tenders must be received by **midday on Friday 11 September 2020.**

If you have any questions or would like to have an informal discussion about the Project, please do contact Lucy Johnson via email to arrange.

### **Assessment Criteria**

The criteria for assessing tenders will be on the basis of:

- Understanding and experience of undertaking evaluation of HLF/NLHF-funded projects, including writing final reports.
- Experience and skills in undertaking evaluation activities such as development of evaluation frameworks, consultation, interviews, client feedback sessions.
- Tender price

We reserve the right to interview only shortlisted candidates.

**FORM OF TENDER**

**Client:** Army Flying Museum

**Project:** British Army Flying: Discovering Stories of Courage, Comradeship & Innovation

**Professional Service:** Evaluation Consultant

**Name of Tenderer**.....

**To:** Lucy Johnson, Chief Executive, Army Flying Museum

I/We, the undersigned, do hereby offer to execute and complete the above-mentioned professional services in strict accordance with the Professional Services Brief for the following

lump sum, fixed price fee: £.....plus VAT

Confirm figure in words: ..... plus VAT

This fee includes all reasonable expenses and disbursements, for example, printing and travel to the Army Flying Museum.

**Fee Breakdown**

Please provide a breakdown of you fee against key stages/milestones

Stage	Fees £
<b>Total Fee</b>	<b>£</b>

Show fee exclusive of VAT

### Day rates

Role	Rate £
Director / Partner	
Senior consultant	
Consultant	
Support/Technician/Administrator	

All day rates to be based on a 7.5 hour day and quoted exclusive of VAT.

The above day rates will be used to negotiate any additional works that may be required if deemed to be beyond the reasonable scope of the works specified.

### Offer period

The tender offers are to remain open for a period of not less than 90 days from the date fixed from the return of tenders.

**Dated this**

**Name of company:**

**Address:**

**Contact Tel Number:**

**Contact E-Mail address:**

**Signature**

**Capacity in which signed:**