



## Rescuing and Restoring Sudbury Gasworks



BRIEF FOR THE PROCUREMENT  
OF AN EVALUATION CONSULTANT

JUNE 2020

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***1 Introduction 3***

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***2 Background 3***

---

---

***3 Activity Plan 6***

---

---

***4 Purpose and Scope of Work 7***

---

---

***5 Reporting and Contacts 9***

---

---

***6 Contract Type and Period 9***

---

---

***7 Budget and Fee 9***

---

---

***8 Selection Criteria 9***

---

---

***9 Next Steps 10***

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***10 Indicative Timetable 10***

## 1 Introduction

Sudbury Gasworks Restoration Trust Ltd (SGRT) is seeking to appoint a suitably-experienced consultant with a track record in evaluating National Lottery Heritage Fund (Heritage Fund) projects as part of its 'Rescuing and Restoring Sudbury Gasworks' project. The consultant will help to set up a framework for ongoing evaluation of the project, provide training to key team members, undertake evaluation activities and produce regular reports and eventually write the final evaluation report in line with current Heritage Fund guidance.

## 2 Background

SGRT was incorporated as a Company Limited by Guarantee in February 2014. In April 2015 it received charitable status and has since been operating as a Building Preservation Trust. The Trust has six directors and over 20 volunteers.

SGRT's charitable objectives are:

'To preserve and restore Sudbury Gasworks for the benefit of the people of Sudbury Parish, Derbyshire and of the Nation; preserving the historical, architectural and constructional heritage of the gasworks and its environment.

To promote the historical, architectural and constructional heritage of the gasworks for the benefit of the people of Sudbury Parish, Derbyshire and of the Nation.

To raise awareness and inform the public of the significance of the gasworks within the Parish of Sudbury.'

Sudbury Gasworks was built in 1874 and is attributed to George Devey (1820-1886). The building consists of a single storey structure with a tall central section and lower wings to each side. The footprint of the gasholder (dismantled in the 1930s) can be seen in adjacent grounds. The building is currently empty and derelict.

The original purpose of the gasworks was to manufacture gas from coal to supply Sudbury Hall (now a National Trust property) and certain cottages in the village. Later, the defunct gasworks was used as a smithy, and more recently as a potter's studio. The building is owned by the Sudbury Estate and will be leased to SGRT on a 99-year term with a 30-year break clause. The gasworks is currently on the Derbyshire Dales District Council's Buildings

at Risk register and was one of Derbyshire Historic Buildings Trust's top 12 buildings at risk in the county.

'Rescuing and Restoring Sudbury Gasworks' will redevelop the Grade II Sudbury Gasworks to create a multi-purpose sustainable community venue, which will celebrate the history and heritage of the gasworks, and of its surrounding environment, making it accessible to people of all ages.

The project will achieve this by restoring and refurbishing the structure and site of Sudbury Gasworks; extending the building sympathetically on the footprint of the former gas holder and providing creative interpretation and new opportunities for heritage engagement.

The site is important to the community because of the potential it offers. The current village meeting room has issues that limit its use, including inadequate heating, unsuitable flooring and only basic features. It is also unlikely to be available as a public facility in the near future, due to planned change of use.

This project has stemmed from widespread community support; demonstrated through extensive public consultation with a wide range of individuals and groups. As the building sits near to the centre of the village, it is extremely symbolic to the local community.

The project, which has the support of local key stakeholders, including the National Trust, HMP Sudbury, the University of Derby and Derbyshire Historic Buildings Trust, will provide a positive solution to saving a building that is in a dangerous and decaying state.

The project vision is:

'To be a flexible, financially sustainable and accessible community facility for the people of Sudbury Parish and beyond.'

The aims of the 'Rescuing and Restoring Sudbury Gasworks' project are to:

- \* Restore and conserve the George Devey designed Gas House structure and site of the unique 1874 estate Gasworks.
- \* Retain and respect the distinctive 19thC architectural features and character of the Gas Works.
- \* Research, document, record and archive the history of the Gasworks, involving volunteers from the local community.
- \* Interpret and present its historical significance in accessible ways.
- \* Make this information accessible to the local community and others, including those interested in mid 19thC industrial architecture.
- \* Refurbish the Gas House, provide parking and make it fully accessible for all.
- \* Enhance the surroundings to make it suitable for a diversity of users and uses.
- \* Extend the building with empathy for the original structure and equip it with services and facilities to ensure future sustainability.
- \* Provide a flexible community facility for the people of Sudbury parish and beyond.
- \* Create a facility that will compliment and support the work of local businesses, including Sudbury Hall and the National Trust Museum of Childhood.

We have now secured our National Lottery Heritage Fund (Heritage Fund) Round 2 funding and our delivery phase commenced in February 2020.

To support our Round 2 National Lottery Heritage Fund application, the following documents have been produced consistent with RIBA Stage 3:

- Architectural report, including plans and drawings
- Management and Maintenance Plan
- Interpretation Plan
- Project Costs
- Project timetable and risk assessment
- Activity Plan
- Business Plan

### 3 Activity Plan

The project's planned range of activities as set out in the Heritage Fund Round Two Activity Plan include:

- A formal schools programme with two local primary schools
- Participation in Heritage Open Days
- A pottery project
- Nature projects
- Poetry workshops
- Community heritage drama productions
- Website development
- Walks and talks

The planned target audiences are:

#### **Current audiences:**

1. The local community - local residents - particularly those not already engaged with Sudbury Gasworks, or with heritage in any way, and local groups.

#### **New, but relatively easy to reach:**

2. Day trippers and tourists - it is likely that the gasworks will be able to benefit, in part, from the 5m visits to the Derbyshire Dales each year.  
Sudbury also has a popular National Trust attraction, Sudbury Hall and the National Trust Museum of Childhood, which receives around 150,000 visitors each year. The Boars Head, Sudbury, provides accommodation for visitors and the village also has the added attraction of Sudbury Courtyard (opened in 2018).
3. Specialists and enthusiasts - there are a range of audiences who we know have specialized interests in the project including local history groups, industrial archaeological, academics, historians, researchers and groups and individuals with focused interest in areas of history linked to the heritage of the gasworks, Sudbury parish, Sudbury Hall and George Devey.
4. Learners (Schools, HE, FE and Adult Learners).

### **Target groups who are difficult to reach:**

5. Audiences with specific needs such as health, mental health, older people and prisoners.

The Activity Plan has seven key objectives:

1. To establish and deliver a programme of innovative and memorable heritage engagement activities that relate to Sudbury Gasworks, which will attract and stimulate key audiences.
2. To promote the heritage of the parish and the gasworks and communicate this to diverse audiences.
3. To greatly extend and develop the knowledge surrounding both the social context of the village and the history of the site itself.
4. To foster effective collaborations with a number of different organisations/individuals to help to develop a diverse activity programme that involves people and groups beyond the village.
5. To build up sustainable relationships with various stakeholders, including the National Trust, HMP Sudbury, local businesses and Sudbury Estate.
6. To strengthen community engagement in Sudbury, knitting together the existing community and the surrounding residents.
7. To offer people from different backgrounds opportunities for personal development.

## **4 Purpose and Scope of Work**

The overall purpose of this assignment is to evaluate the 'Rescuing and Restoring Sudbury Gasworks' Project and Activity Action Plan in line with the project's objectives to enable us to measure the difference the project has made.

The purpose is also to ensure that SGRT staff, volunteers and trustees are able to reflect on their achievements and the lessons learnt from this project. This is particularly to inform the effective long-term management and maintenance of the organisation in running the site.

To achieve this, the following tasks, or groups of tasks, will need to be undertaken during the length of the contract:

- Project initiation meeting with the project team to review the project against the Heritage Fund application and the Approved Purposes/intended outputs (both capital and activity)
- Devise evaluation methodologies and create an evaluation framework to organise and capture feedback responses against the 'Rescuing and Restoring Sudbury Gasworks' Project and Activity Plan objectives in accordance with Heritage Fund Evaluation guidance <https://www.heritagefund.org.uk/publications/evaluation-guidance>
- Collect, write up and evaluate feedback from activities.
- Attend and produce evaluation reports from the project's planned Family Activity Days (four in total).
- Attend other event review meetings to give feedback to the team to ensure lessons are learnt and to inform planning for future activities.
- Training sessions with volunteers to undertake data gathering and continued support so that they can understand the purpose of evaluation and are confident and competent in undertaking it and recording the data collected, as required.
- Work with the Gasworks Manager to record the numbers of volunteers involved with the project, what they learnt and how outcomes will be maintained.
- Collect demographic information to help demonstrate any changes during the project period.
- Run a workshop with the Design Team (PM, Architect, Structural Engineer, QS etc.) at the end of the capital phase to record progress and lessons learned.
- Run a workshop for the Project Team, volunteers and trustees during the final months of the project to reflect on achievements and lessons learnt, and to help prepare SGRT to take Sudbury Gasworks into the next phase of operation.
- Produce a summary review at the end of Year 2.
- Produce a final written Evaluation Report of the project. This will be a summative report that will be for internal use as well as to submit to the Heritage Fund as part of the requirements necessary to complete the project.

## 5 Reporting and Contacts

In the first instance the role will report to the Project Manager, who is in post until the building opens to the public. The Project Manager will report to the SGRT Evaluation Sub-Committee. Following the departure of the Project Manager, the role will report to the Gasworks Manager and continue to work closely with the SGRT Evaluation Sub-committee and the Finance and Admin Assistant to devise methodologies for, and to collect, write up and evaluate feedback from activities.

The consultant will be responsible for reporting at regular intervals and at key stage to the Evaluation Sub-Committee. The consultant, or members of the appointed consultancy, will be expected to attend occasional meetings in Sudbury. In addition, separate working meetings and/or focus groups may be required with particular groups.

## 6 Contract Type and Period

This is a freelance assignment that will need to be worked flexible over a contract period of approximately 40 months (project funding expected to run until September 2023\*). The consultant will be engaged for the duration of the Delivery Phase. \* Please note that due to the current situation with COVID-19, this timetable is likely to be extended until March 2024 as the Activity Programme has, so far, not been able to commence.

## 7 Budget and Fee

The total budget available for this assignment is up to £10,000 (excluding VAT). The fee proposal is to include all professional fees and expenses.

A payment schedule will be agreed at the start of the contract.

## 8 Selection Criteria

Tenders will be assessed against the following criteria:

- Evidence of practical experience of undertaking Heritage Fund-funded heritage project evaluation assignments
- Understanding of the brief and your proposed methodology for undertaking the work
- Two references from similar work
- Value for money
- Availability for the duration of the contract and to attend the four family day events.  
Note that these might be at weekends or Bank Holidays.

## 9 Next Steps

If you are interested in applying for this assignment, please provide the following information:

- The way you will approach the work
- Details of members of your team (if applicable), with an explanation of individual roles and responsibilities
- Experience of similar work, including examples, where appropriate, of experience of evaluation in a heritage setting
- Experience of working with different stakeholders
- A proposed timetable of your work
- Costings to carry out the work; including a daily rate and work plan
- Confirmation of Professional Indemnity and Public Liability Insurance

Please email the required information to Lucy Godfrey, Project Manager - [lucy.godfrey@rocketmail.com](mailto:lucy.godfrey@rocketmail.com) by 5pm on 27<sup>th</sup> July 2020.

Any questions regarding this Brief should be emailed directly to Lucy Godfrey by midnight on the 14<sup>th</sup> July 2020. For all questions of material significance, both the query and the response will be communicated in a suitably anonymous form to all who have requested tender information. All responses will be issued by midnight on the 17<sup>th</sup> July. Interviews, if necessary (via Zoom), are likely to be scheduled for the w/c 3<sup>rd</sup> August.

## 10 Indicative Timetable

Tenders released	30th June 2020
Deadline for questions	14 <sup>th</sup> July 2020 (midnight)
Deadline for response to questions	17 <sup>th</sup> July 2020 (midnight)
Deadline for tenders	27 <sup>th</sup> July 2020 (5pm)
Appoint by (indicative)	7 <sup>th</sup> August 2020
Contract starts	10 <sup>th</sup> August 2020

SGRT reserves the right to amend the above timetable, which is indicative only. SGRT also reserves the right not to appoint an Evaluation Consultant and to re-tender if necessary.