

Brief for Evaluator

Context

Herbert Art Gallery & Museum (HAGM) is part of Culture Coventry Trust broad portfolio of arts and heritage sites and venues. HAGM, a city centre venue, is also a National Portfolio Organisation supported by Arts Council England. The Herbert holds a diverse collection of visual art, archeology, and social, and natural history. Our temporary programme is also diverse as we take a magazine approach to curation, ensuring we attract and engage with diverse audiences and work within a wide range of participants.

In 2021, HAGM will contribute to Coventry UK City of Culture through a significantly expanded and ambitious programme of public activity that will attract new audiences to the gallery, both locally and from across the UK. In parallel, HAGM will invest in developing strategic local and national partnerships as well as staff networks, skills and capacity so that beyond City of Culture it becomes a more confident and capable part of the local and national cultural landscape.

In practical terms, the key activities we will undertake as part of 2021 to achieve this include:

- Developing and delivering an exhibitions programme that extends the type of work we show, which involves developing new partnerships with national lenders and local/regional arts partners.
- An increase in co-production activity working with local communities, including piloting of new techniques and working with BAME communities and Young People (16-34).
- Temporary new staffing posts to support and mentor existing staff, and to lead on delivery of aspects of the programme.
- Investment in individual staff development via coaching, mentoring, training, research trips etc to build capacity and confidence to support 2022 activities.

We wish to engage an independent Evaluator/Critical Friend to lead us through a formative evaluation process which we suggest includes:

- Supporting us to clarify what we want to achieve in 2021 and as a legacy, and how we plan to do this.
- Advising us on evaluation methods and existing research into effective public engagement in the arts.
- Creating useful tools, techniques and approaches for gathering and reporting evidence on practice and impact - we are currently required to use insight and impact.
- Providing us with timely, objective and rigorous feedback that helps us understand our progress and adapt planned activities as necessary to improve performance.
- Support staff to produce accurate monitoring returns and excellent annual and final evaluation reports by providing critiques of draft monitoring returns and reports.
- Supporting individual staff members to identify personal learning goals for 2021.
- Advising on how we continue to capture data to monitor our performance as an organisation.

A draft logic model has been developed in the planning stages of the project which indicates what we see as the main intended outcomes of the project (attached).

The role

We are interested in the evaluator acting as a 'Critical Friend' supporting the HAGM team to collect and evaluate data and also to reflect on the delivery of the 2021 programme so they can apply this learning to support the future practical and strategic development of HAGM's activities. This is also a developmental role – mentoring and supporting the team to develop their ability and tools to self-evaluate better in future.

The Evaluator/Critical Friend will also need to provide an independent view of the 2021 programme and staff development and prompt honest reflection and appraisal (or reappraisal) by those involved. The Evaluator/Critical Friend will do this by:

- Designing and delivering an evaluation framework with staff, in a way that builds capacity to self-evaluate in the future.
- Asking open and thought-provoking questions.
- Providing additional data, evidence or lessons from elsewhere that offer a different perspective.
- Critiquing processes.

The skills, experience and qualities we are looking for

The Evaluator/Critical Friend will be expected to:

- Be open and honest.
- Remain external to and independent of HAGM.
- Build and maintain a relationship of trust with the team responsible for the delivery of the programme.
- Bring knowledge and understanding of process and impact evaluations, partnership working and public engagement/cultural democracy practice in the arts and/or participatory decision-making processes.
- Support HAGM to become self-sufficient with respect to evaluation needs over time, so that by the end of the 2021 they are able to carry out self-evaluations unaided.
- Assist the HAGM team to capture and share lessons from their work.
- Bring knowledge and experience of supporting and mentoring staff involved in projects.
- Produce high quality written reports.

We are looking to for the Evaluator/Critical Friend to begin work in Spring 2021 and support us through to the end of 2022 (enabling planning for and review of 2021/22).

Budget

Please submit a proposal based on 25-28 days over the life of the project (March21 – November 2022). Your quote should be inclusive of VAT and associated costs, excluding collateral such as design and print costs for any published reports or case studies.

Deliverables



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- A revised Logic Model, or equivalent*, that fully and clearly captures our aspirations and how our planned activities relate to them. **Please note we are open to other suggestions around methodology and evaluation technique.*
- A series of team reflection conversations where interim evaluation findings are presented and explored with a view to informing future plans and practice.
- End of project report summarising lessons learned and recommendation for future practice. We are planning to host a professional learning event (eg seminar) to share our findings with interested peers and the evaluator would be invited to present as part of this event.
- Enhanced confidence, motivation and understanding of evaluation techniques within the staff team and tools/processes which can be continued after 2021.

How to apply

To apply for the role of Evaluator/Critical Friend please provide the following information:

- A CV.
- An outline of the approach you would take to the role (max 700 words).
- Your approach to fees and expenses for delivery of the Evaluator/Critical Friend role.
- Contact details for two referees.

Please email your proposal to Francis Nielsen at francis.nielsen@culturecoventry.com by 26th February 2021.

Selection Process

The criteria for selecting our Evaluator/Critical Friend will be:

- Knowledge, skills and experience that demonstrate the best fit with the role description.
- Clarity of approach for delivering the contract.
- Value for money.

Herbert Art Gallery & Museum: brief for Evaluator/ Critical Friend

INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<p>National PR agency</p> <p>Coordination with city tourism partners eg Coventry City Council</p> <p>Refurbishment/ re-purposing of gallery spaces.</p>	<p>Generate national and regional media coverage in 2021.</p> <p>Marketing to raise profile of city as a cultural destination.</p> <p>Visitor experience training.</p>	<p>3 major art exhibitions and dynamic public and community programmes.</p> <p>Attraction of significant national media coverage for arts programme in 2021.</p> <p>Visits from arts professionals and press.</p>	<p>Enhanced national reputation and awareness among arts attenders.</p> <p>Major increase in visits in 2021, and sustained growth on 2019 baseline beyond 2021.</p> <p>High levels of visitor satisfaction.</p>	<p>Coventry nationally recognized as place to see high quality art programmes</p>
<p>Temporary additional staffing capacity: senior curator post, and 2 assistant curators.</p> <p>Staff and volunteers</p> <p>Partnerships with Biennial, Art Space, Coventry City of Culture Trust, Coventry Arts Forum, Coventry University</p>	<p>Critical Friend support</p> <p>Staff CPD around cultural democracy/ participation – eg attendance at conferences, seminars.</p> <p>Co-creation of programmes with local groups that explore and further social issues relevant to local communities.</p>	<p>Development of new programming approach and models.</p> <p>Sharing of professional learning around co-curating with national visual peers – eg via CVAN, engage.</p>	<p>Enhanced national reputation and awareness among national/ international visual arts peers.</p> <p>Contribution to professional learning around public engagement/ co-creation in the visual arts sector nationally and internationally.</p>	<p>HAGM nationally recognized as a centre of excellence for cultural democracy and co-creation</p>
<p>Public investment</p>	<p>3 high quality exhibitions with new commissions and loans from a wide range of national partners.</p> <p>Staff CPD including mentoring; networking/ research; reflective practice; training.</p> <p>Developing strong national and regional partnerships to deliver exhibition and outreach programme.</p>	<p>Development of new programming framework and plans.</p> <p>New programming model that enables sustainable delivery of high quality exhibitions via core staff team post 2021.</p>	<p>Excellent relationships with multiple national partners enabling future collaborations.</p> <p>Ambitious, skilled and connected programming and technical staff.</p> <p>Programming promotes environmental awareness.</p>	<p>HAGM a confident, connected and capable part of the national visual arts infrastructure</p>
	<p>Commission external evaluation.</p> <p>Co-creation of programmes with local groups that explore and further</p>	<p>Audience profile better reflects Coventry's young and diverse population.</p>	<p>Programmes informed by local communities needs; building wellbeing of individuals and increasing pride in themselves, their communities and city.</p>	<p>Coventry residents feel HAGM relevant and engage more</p>



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	<p>social issues relevant to local communities.</p> <p>Evening and weekend events programme targeting 16-34s.</p>	<p>Participation by under-represented groups in programme development.</p> <p>Existing visitors engage with a more diverse and challenging programme.</p> <p>Young people play active role in decision-making.</p>	<p>Experience of co-creating programmes with local communities.</p> <p>Individual and organizational learning around community engagement and co-creation inform future plans.</p>	
	<p>Programming Turner Prize within Coventry Biennial.</p> <p>Programme of CPD and networking events for locally-based artists</p>	<p>Employment of locally-based artists in technical and engagement roles.</p> <p>Training and CPD of visual arts technicians</p>	<p>Locally-based artists enjoy more economic and professional development opportunities.</p>	<p>Coventry-based artists enjoy more work opportunities in the city</p>



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