

Consultancy Brief

CRESWELL HERITAGE TRUST: LIFELONG LEARNING CONSULTANT

Background Information

Creswell Heritage Trust (CHT) is a registered charity that manages and conserves Creswell Crags, which comprises a Scheduled Ancient Monument, a Site of Special Scientific Interest, and a museum & visitor centre. On the shortlist for sites considered for UNESCO World Heritage Site nomination, it is one of UK's most important Ice Age sites, home to 13,000-year-old Stone Age rock art and the largest collection of post-medieval ritual protection marks (aka 'witch marks') in the UK.

CHT was hit hard by the pandemic. The Trust used to be supported by revenue funding from Derbyshire and Nottinghamshire County Councils (the county boundary runs through the middle of the gorge). This has been gradually withdrawn over a number of years, and April 2020 saw the start of the very first year that CHT has received no public revenue funding. CHT is forced to close the visitor attraction as a condition of its lease with Welbeck Estates on weekdays from 1 November to 1 February every year, and so the pandemic came at the very point where CHT starts to earn revenue to sustain it throughout the year. With the Crags closed from mid-March to the start of August, visitor income was wiped out over a period which is usually one of its busiest. The Trust came very close to insolvency. However, Creswell Crags has many supporters locally and nationally and it has subsequently been hugely successful in raising £805k from National Lottery Heritage Fund, from Historic England, from the Culture Recovery Fund and from many other donors and supporters. Together, these funds provide security to the Trust for the short to medium term, enabling survival throughout the winter off-season but also allowing significant behind the scenes work to take place to ensure the charity is more resilient heading into 2021, with the capacity to maximise income streams and continue to offer visitors an outstanding experience at a site that is very well loved. With a raised profile on social and other media since the start of the pandemic, CHT has enjoyed a successful and well-received COVID safe return to operation since August 2020.

Outline Scope of Brief

Funded by the Culture Recovery Fund, Creswell Heritage Trust is seeking to commission a consultant to undertake the following work:

1. Situational analysis of the current offer and development of a strategic plan for increasing participation and deepening the engagement of adult learners, with an emphasis upon sustainability and income generation of the learning programme.
2. Researching the potential for partnership working with academic stakeholders, for instance university-based researchers, archaeological units and other museums/heritage sites.

3. This work is expected to encompass the Trust's engagement with informal adult learning groups, including but not limited to: local history/archaeology/geology societies, University of the Third Age, Probus clubs, Women's Institute and community archaeology groups.
4. This work is also expected to cover formal higher learning institutions: national and international universities.
5. This work is also expected to cover self-led learners, and the potential for museum-led distance learning courses, e.g. MOOCs.

This should be in the strategic context of work being undertaken in parallel by the Trust on Audience Development, Branding Strategy, Marketing Strategy, Business Strategy and Partnerships.

Outputs

The final outputs will be:

1. A report detailing the situational analysis, with recommendations, a strategic plan and action plan for a Lifelong Learning programme.
2. A report detailing the feasibility and potential for university/museum partnerships with relation to learning provision, student projects and museum-led distance learning.

Context

The Learning Team at Creswell Crags consist of two full-time Learning Officers, with duties split between the Learning Officer (Schools & Activities) and the Learning Officer (Adults & Digital). This is a relatively new division of labour following a restructure, with an increase to the emphasis placed on digital engagement.

Together, the Learning Officers manage a team of five full-time and four part-time Heritage Facilitators, responsible for the delivery and development of the site's person-led interpretation, learning and engagement programme. Volunteers occasionally assist the Learning Team but are not a regular component of the delivery of the Learning Programme. Since the COVID-19 outbreak, many of the Learning Team have been furloughed and volunteers are yet to return to site.

Prior to the COVID-19 outbreak, the focus of the Learning Programme was heavily weighted toward the provision of school trips, with a highly popular offer bringing in over 12,000 school children a year and at the limit of its physical capacity. Outside of provision for school trips, the Learning Team are responsible for school outreach, digital sessions, coordinating public and private tours of the caves, the "Life On The Edge" badge for Scout/Guiding Association groups, birthday parties, external speaker talks and facilitating events.

With school trips being such a dominant focus for the Learning Team, other areas including Lifelong Learning have been underdeveloped. We expect the commissioned consultants to work closely with the Learning Team and help to bring

some of their creativity to fruition, alongside the consultants' own research and development.

Duration of contract

The work should start on 19th May 2021 where possible and MUST be completed before 30th June 2021 due to the requirements of the funding. The exact timetable of work is flexible but should have key touchpoints throughout the period of work.

Contact

The name and key senior contact is:

Jennifer Horseman, Learning Officer (Adults & Digital), Creswell Heritage Trust, jennifer.horseman@creswell-crags.org.uk

Jennifer is the key contact for adult learning and digital learning at Creswell Heritage Trust.

Budget

The amount available for the commissioning is up to £5000 (excluding VAT). The fee quotation is to include all the required elements of the work including mileage, accommodation, subsistence, printing etc. No additional costs will be considered.

Payment is likely to be 50% at the midpoint and 50% on completion, on submission of an appropriate invoice but we are open to flexibility on this, to be agreed at the start of the contract.

How to apply

Responses will be accepted by email to jennifer.horseman@creswell-crags.org.uk before 3rd May at 17:00.

All responses must include:

- Confirmation that the timetable can be met.
- Suggested separate costings for any individual stage.
- A description of the approach to be adopted and the methodology to be used.
- Examples of similar commissions undertaken in the past five years.
- Details of key personnel including experience, key skills, any relevant qualifications, their specialisms, the roles they will play (including time allocated to each of the personnel in this project) and their day-rate.
- A named lead consultant/contact for the project
- Contact details of two referees.

Evaluation Criteria

The consultant will be selected on the basis and evaluation of their quotation, which will include value for money, time, experience and quality in undertaking this form of research and in this subject field. We will not necessarily select the lowest price. Consultants should be prepared for an online interview and/or to give a presentation of their submission.

Interview/presentation dates will be in w/c 10th May, by arrangement.

We will require the successful consultant to adhere to GDPR, as they will have access to audience data.

Evaluation Criteria

• Value for money	20%
• Proposal and approach	40%
• Previous experience and track record	40%

Timetable

- Deadline for applications by email to jennifer.horseman@creswell-crags.org.uk – before 3rd May
- Online interviews will take place week commencing 10th May
- Applicants will be notified of outcomes by 14th May
- The work should begin 19th May
- The project and all deliverables should be completed by 30th June