



Falling Sands Viaduct – National Lottery Heritage Fund Delivery Phase Evaluation Brief

HG-16-07870

1. Introduction to The SVR Charitable Trust

The Severn Valley Railway Charitable Trust Ltd (SVR Charitable Trust), became a registered charity on the 1st July 2002. The purpose of the SVR Charitable Trust is to preserve, maintain and operate the SVR as a working museum of railway history for the education and enjoyment of present and future generations. Investment in the infrastructure is an essential part of this. The Trust has eight Trustees who provide governance to the Charitable Trust and the Director of Development. There are 4.5 full time equivalent paid staff and seven volunteers who secure funds from individuals, companies and grant making bodies to provide financial support for specified rolling stock, infrastructure and education improvements.

The charitable aims of our organisation are:

- To advance education for the benefit of the public by the acquisition, restoration, preservation and operation of heritage railway locomotives, carriages, wagons, station buildings, track and other associated infrastructure.
- Establishing buildings to house and preserve the Charity's rolling stock collection.
- The provision of educational and interpretive displays for the travelling public.
- The provision of education and skills training used in the restoration, repair and operation of historic railways to ensure their long-term survival.

The SVR Charitable Trust was established to support the Railway and particularly to support the larger investment projects. We have worked hard to create a £1.25 million long term endowment fund which will support future infrastructure projects for the Railway in years to come. This endowment now needs time to grow which is why we are seeking alternative funds for this infrastructure project.

In order to run the Railway, the SVR Charitable Trust operates alongside two other SVR organisations as demonstrated in the organogram below. The successful application to the National Lottery Heritage Fund (NLHF) for this project as made by all three SVR organisations as a partnership bid.

2. Project Summary

This project will enable urgently needed repairs to the Falling Sands Viaduct (FSV) which is an essential part of the Severn Valley Railway's heritage infrastructure and critical to the continued running of the railway.

The Falling Sands Viaduct is a significant Kidderminster landmark that was originally completed in 1877 and is an original part of the line known as the Kidderminster Loop. The seven arch structure crosses high above the River Stour and Staffordshire and Worcestershire Canal Conservation Area in Kidderminster.

Through this project we will work with volunteers, apprentices, supporters and local organisations to tell the stories of those who designed and built the Railway and develop a range of accessible interpretation and activities to share these stories with our local community and visitors to the Severn Valley Railway.

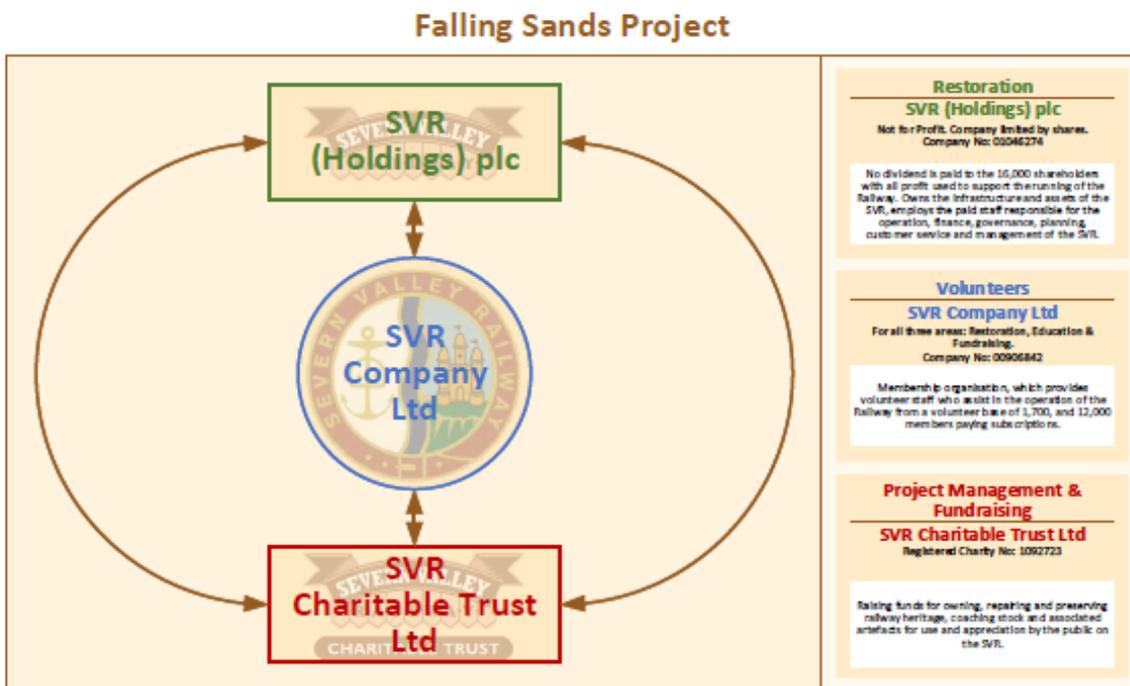
The overall aims of the project are to:

- Repair the viaduct successfully to ensure there is ongoing access to the whole of the heritage railway line.
- Broaden understanding of a major 19th century rail construction project through research, interpretation and activities.
- Broaden heritage skills for staff, volunteers and apprentices.
- Engage and garner support and understanding of the local community and schools, especially those situated near the Viaduct itself and new adjacent Silverwood’s development.

Full details of our proposals are contained within the attached Activity Plan. You will be responsible for the monitoring and evaluation of **both the capital and the activity elements** of the FSV project.

3. The Falling Sands Project Delivery Team

The collaborative project brings together the SVR Charitable Trust and SVR (Holdings) Plc to undertake essential repairs to secure SVR's Falling Sands Viaduct to deliver a wider programme of community engagement and education activities focused on the development of the SVR as per the agreed Activity Plan. The SVR Company Ltd will provide the necessary volunteers to deliver both parts of the project.



The project will be managed and delivered by the following teams:

Project Delivery Board

Meet monthly, govern the project to ensure all objectives are met

SVR Charitable Trust

Francesca Spickernell	SVRCT Project Manager
Shelagh Paterson	SVRCT Lead
Peter Copsey	SVRCT Trustee
Julian Engleheart	SVRCT Finance Manager

SVR (Holdings) Plc

Nick Ralls	SVRH Lead
Mike Ball	SVRH Director
Alan Davies	SVRH Director
Simon Hart	SVRH Finance Lead
Chris Bond	SVRH Infrastructure Lead
Neil Dancer	Volunteer Civils Engineering Advisor

SVR Company Ltd

Rob Whatton	SVRC Director
Chris Haynes	Volunteer Interpretation research & Civils advisor

Project Delivery Team

All key stakeholders involved in delivering the project

SVR Charitable Trust

Francesca Spickernell	SVRCT Project Manager
Shelagh Paterson	SVRCT Lead
Peter Copsey	SVRCT Trustee
Paul Thursfield	SVRCT Finance Lead
Laura Hines	SVRCT Interpretation & Activity Manager

SVR (Holdings) Plc

Nick Ralls	SVRH Lead
Mike Ball	SVRH Director
Alan Davies	SVRH Director
Simon Hart	SVRH Accountant & Company Secretary (Finance Lead)
Andrew Burton	SVRH Commercial, Education & Interpretation Lead
Helen Russell	SVRH Education
Nicky Vale	SVRH Engine House Manager
Chris Bond	SVRH Infrastructure Lead
TBC	External Structural Engineering & Project Management Civils
Neil Dancer	Volunteer - Civils Engineering Advisor

SVR Company Ltd

Rob Whatton	SVRC Director
Chris Haynes	Volunteer Interpretation research & Civils advisor

The Activity Plan will be delivered by Laura Hines, the Activity and Interpretation Manager. The role will be managed by the SVR Charitable Trust, working closely with the existing SVR Education team. The primary aim of this new role will be to manage the delivery of the Activity and Interpretation Plan within the capital project programme to timetable and budget, ensuring that the project's aims of audience development, volunteering, heritage learning and community engagement are met and that a legacy for the project is in place.

You will be supported by volunteers who will have dedicated evaluation duties such as the completion of surveys and questionnaires, in addition to the organising of focus groups and recording visitor data. There will be an ongoing need for collection of data both during the delivery phase and afterwards. Tasks will also include data input that can be undertaken remotely. The successful candidate will be expected to train and support these volunteers in their role.

4. Project Outcomes

What difference will the project make to Heritage?

- It will have restored the Falling Sands Viaduct, visitor access will be secured for the long term to enjoy the SVR's heritage whilst securing a sustainable future for the Railway, its volunteers, visitors and staff.
- Our heritage will be better maintained and managed as a result of the development of a ten year Management and Maintenance plan.
- It will be better interpreted and explained through the development of new interpretation media, resources and activities that enable people to enjoy learning about the heritage of the SVR and get involved in exploring the history of the Viaduct, the Loop line and its effect on the local area.

What difference will the project make to people?

- An understanding of the history of the Viaduct, the Loop line, and its place within the changing history of Kidderminster and Bewdley shared through new interpretation, including a new interpretation carriage (CR) and training for volunteers who can then pass on information about the history of the railway to visitors.
- A greater understanding of the building of the viaduct, its construction, the people who made it happen and its effects shared through new interpretation and hands on activities like the 'build a viaduct' soft play area.
- Access to new resources and activities that enable local school children to enjoy learning about their heritage and contribute to a sense of pride of place via our dedicated schools programme.
- The opportunity to develop a range of new skills via new training opportunities.
- A range of opportunities for community involvement and shared experiences via a varied programme outlined in the Activity Plan to be delivered by our dedicated Activity and Interpretation Manager.
- Broadened their perceptions about what people can see and do at the SVR.

What difference will the project make for communities?

- More people and a broader demographic will have engaged with the history of the Viaduct, the Loop line and its relationship to Kidderminster and Bewdley.
- In dedicated activities and community involvement, the SVR will have made a positive impact on people's lives through the medium of heritage.
- The project will support the core sustainability of the SVR by focusing clearly on a mixture of free and charged for activities.
- More community partner groups will be involved in supporting and working with the SVR.
- More people from a broader demographic will volunteer their time to support the FSV project.

5. Scope of works

The scope of works includes formative as well as summative evaluation and training of others. The external evaluator will undertake the following tasks:

- Review the project against the NLHF application and the intended outputs.

- Develop an evaluation framework for capturing ongoing evidence and project outcomes. The methodology and reporting must include both quantitative as well as qualitative measures of success.
- Statistical data alone is not sufficient and we will be looking for qualitative data including some case studies and short narratives / journeys that describe the project outcomes through examples.
- Collate data to measure the project's success.
- Offer support and training to staff and volunteers to ensure that they 1) understand the purpose of evaluation and 2) are confident and competent in carrying out evaluation as required and 3) competently and accurately record data.
- Develop methods for and undertake independent evaluation of activities - including surveys at public events .
- Interview key stakeholders to measure success from a range of perspectives.
- Ensure that all work is completed in line with NLHF Evaluation Guidelines: <https://www.hlf.org.uk/evaluation-guidance>
- Undertake a year one evaluation including a review of the potential sustainability of key elements of the project, and lessons learned for year two.
- Produce a final summative evaluation report (at the end of year two) on the project for internal use as well as to submit to the NLHF, and also for our other funders and wider project supporters.

6. Proposal Guidance

Total budget for the external evaluation: £15,000 inclusive of costs. If you are interested in bidding for this work, please provide your CV *and* the following information in the form of a method statement:

- The way you will approach this piece of work e.g. the methods you would use, who you would include etc. This should also include details of how you will evaluate both the capital and activity sides of the NLHF funded project, who you would involve in this process and how.
- Details of members of your team, if any, with an explanation of individual roles and responsibilities.
- A brief overview of your experience of evaluative research in a museum or heritage setting.
- A brief overview of working with different stakeholders, including volunteers, children and families.
- A proposed timetable of your work, including appropriate milestones and dates; please refer to our project timeline for guidance.
- Costings to carry out the evaluation, including a daily rate and work plan plus any other associated costs.

Your method statement should not be more than 2 sides of A4 and should be returned by **June 20th 2019, along with your CV**, via email to: francesca.spickernell@svrtrust.org.uk . Tenders will then be shortlisted and up to 3 tenderers will be invited for interview on **June 27th 2019**. We will notify applicants of our decision by **June 28th 2019**. Ideally, the successful organisation/candidate will begin in July 2019.

7. Timing

The proposed project timetable is attached. This is intended as a guide and whilst SVR Charitable Trust does not intend to depart significantly from the timetable it reserves the right to do so at any stage.

8. Copyright and confidentiality

Copyright of all documents produced under this commission is to be assigned to the SVR Charitable Trust. The consultant is to clear copyright approval for any illustrations or other material used.

9. Contact

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