



Invitation to Tender

EVALUATION CONSULTANT

FOR

SILVERBURN FLAX MILL RENOVATION

Leven, Fife

(November 2019)



**WILLIAM GRANT
FOUNDATION**

1. Client's Name

Fife Employment Access Trust FEAT).

6 to 8 Hanover Court, Hanover Court, North St, Falkland PI, Glenrothes KY7 5SB

Tel: 01592 759371

2. Principal Contact

Duncan Mitchell, CEO & Project Manager e-mail: duncan@feat.org.uk

3. Background

FEAT is a mental health charity that provides support and training to clients with a mental health condition in order to help them self-manage their condition and get back into full time employment. The charity's strategy is to continue to provide that employment focussed support and training to clients with severe and enduring mental health conditions, whilst also developing Silverburn Park as a centre for wellbeing aimed at hard to reach, intergenerational and family audiences.

In 2013 FEAT was selected by Fife Council as their preferred partner to take over the management and regeneration of Silverburn Park, a 27 acre public park on the outskirts of Leven in Fife. Following extensive public consultation and feasibility studies, a Business Plan was produced in 2014 and accepted by Fife Council. FEAT has been implementing that plan since then.

The key project in that plan is the renovation and conversion of the B listed Flax Mill into a Visitor Centre and Community Hub. The Flax Mill will contain a café and restaurant, meeting and event space, arts and crafts studios, office space, a backpackers' hostel, and interpretative displays. This is a collaborative project between FEAT and Fife Council, with FEAT taking the role of lead Client, supported by Fife Historic Buildings Trust (FHBT).

FEAT has been awarded funding for the Development Phase from the National Lottery Heritage Fund (NLHF) under the Heritage Enterprise grant scheme, Fife Council, the Architectural Heritage Fund (AHF), and the William Grant Foundation, in order to further develop the renovation plans. The Development Phase will start in January 2020 and run until March 2021, culminating in a Stage 2 bid to the NLHF for further funding for the Delivery Phase. The Delivery Phase is expected to last from June 2021 until the building renovation is completed in August 2024, with the Post Project Evaluation scheduled to start in November 2024.

4. Context

The Levenmouth area is made up of three main coastal towns (Leven, Buckhaven and Methil) and a number of smaller towns and villages. These sit on the north side of the Firth of Forth in the south east of Fife. The area is characterised by heavy and traditional industries, such as coal mining and the docks, which have steadily declined over recent decades.

The Levenmouth area is the most deprived area of Fife, with 23 of 51 datazones in the area featuring in the 20% most deprived for Scotland (SIMD 2016). Across the Levenmouth area, 19.0% of the total population is income deprived (compared to 12.4% for Fife), while 17.1% of the working age population is employment deprived (compared to 11.0% for Fife).

The project aims to make a significant contribution towards improving the situation by providing employment, increasing employment training opportunities, creating new economic activity, and improving the wellbeing of those engaging with the project. This potential contribution has been recognised by the inclusion of the project as a strategic priority in the Levenmouth Area Local Community Plan.

5. Aim

The aim of this commission is to prepare an Evaluation Plan and provide evaluation support to the project throughout the Development and Delivery Phases.

6. Scope of Commission

The Evaluation Consultant will be responsible for:

Development Phase:

- Working as part of the Project Management Structure as shown at Annex A.
- Producing a Logic model.
- Deciding what data needs to be captured in order to report effectively against the Project Outcomes shown at Annex B (including baseline data).
- Reviewing existing data capture processes and auditing existing data.
- Completing a gap analysis of existing data against the total data requirement.
- Producing an Evaluation Plan that details:
 - The total data capture requirement. The data should sufficiently capture demographic data of audiences (including those from disadvantaged backgrounds), skills, wellbeing, capital work, organisational sustainability, resilience and economic impact.
 - Data capture responsibilities.
 - Data capture methods and tools. The tools should include as much automation as possible.
 - Frequency of data capture.
 - Data storage.
 - Data analysis methods and responsibilities.
- Ensuring that evaluation is used to inform the delivery and improvement of the project.
- Contributing to quarterly Progress Reports for NLHF and other funders.
- Producing a 1st draft of the Evaluation Plan in time for the NLHF Development Phase Review in May 2020.
- Producing a comprehensive and fully costed final version of the Evaluation Plan by January 2021.

Delivery Phase:

- Completing a full data audit at the start of the phase, and recommending any improvements required.
- Ensuring that evaluation continues to be used to inform the delivery and improvement of the project.
- Contributing to quarterly Progress Reports for NLHF and other funders.
- Designing the structure and content of the Post Project Evaluation report.
- Supporting the Post Project Evaluation process.
- Completing the Post Project Evaluation report.

7. Budget

The maximum budget available for this engagement is £10,000 excluding VAT for the Development Phase and £7,000 excluding VAT for the Delivery Phase.

Fee proposals should be broken down by each Phase and include a suggested programme and timescale for the works in each Phase. The successful tenderer will be appointed initially for the Development Phase only. Re-appointment for the Delivery Phase is subject to funding and to successful completion of the Delivery Phase works.

8. Timetable

Tender returns are expected no later than 25 November 2019. Tender assessment will take place from 26 November to 6 December, with a start date of 6 January 2020.

9. Reporting and Liaison

The Evaluation Consultant will report to the Development Officer, and work day-to-day with the Integrated Project Team, Design Team and other consultants as shown at Annex A. The consultant will engage with project stakeholders as required.

Progress reports will be required in time for consideration at the monthly Integrated Project Team meeting.

10. Consultant Specification

Essential:

- An experienced consultant with demonstrable experience of designing and implementing ongoing data capture, evaluation reporting, and Post Implementation Reviews or Post Project Evaluations on large scale projects.
- Experience in evaluating projects on wellbeing, collecting demographic data from audiences (including disadvantaged audiences), assessing economic impact and organisational resilience
- Good research and analytical skills.
- Good client relationship building skills.
- Good communication skills including the ability to engage with a wide range of stakeholders and the ability to write in succinct plain English.

Desirable:

- Experience of working on NLHF projects with a significant wellbeing component.

11. Tender Submission

Details of submissions should be treated as private and confidential. The form of the submission should be as follows:

- Firm's name, address and contact details
- Name of Director/Partner in charge and contact details
- Details of approach to the project (methodology) and proposed programme
- A fee proposal – **to be provided in a separate, sealed envelope (or separate, clearly marked email).**
- CVs of key personnel including details of the experience of the individual(s) who will directly undertake the work, and examples of previously completed projects for which he or she was responsible
- Copy of current Public Liability / Professional Indemnity documents
- Examples of previous relevant work i.e. an evaluation report and an evaluation plan
- Any other project specific information in support of the firm's submission
- Two contacts for references

A lump sum fee is envisaged. Any additional work/costs excluded from the fee should be clearly noted.

12. Assessment of Submissions

The submission is to be sent electronically to Duncan Mitchell at FEAT Duncan@feat.org.uk by no later than 25 November 2019.

FEAT is not bound to accept the lowest or any offer of Tender.

Tender submissions will be assessed on a 70% Quality/ 30% Price weighting.

Quality Assessment Criteria (70%):

- Relevant experience (25%): To evaluate this criterion, consideration will be given to the evidence shown of previous relevant experience of delivering similar projects, which should be described.
- Project team (25%): To evaluate this criterion, consideration will be given to the evidence shown of the skills and suitability of the firm/project team to deliver this type of work.

- Methodology (50%): To evaluate this criterion, consideration will be given to the details provided in your methodology statement including, but not limited to, method of working, stakeholder engagement, programme and timescales etc.

The quality related criterion shall be assessed on the basis of the tender and supporting evidence submitted by the Tenderer.

Tenderers may be invited to interview.

13. Copyright and GDPR

All rights including copyright to reports, images, specifications and interpretation whether in writing or electric form must be assigned to FEAT. Intellectual copyright will remain with the original author.

Any information and data collected as part of this commission must comply with current data protection laws.

14. Presentation of Reports and Documents

Copies of all reports are to be submitted to FEAT in hardcopy format (2 copies) and electronically via email or similar.

All reports, publicity, materials and outputs must acknowledge the support of the National Lottery Heritage Fund, Fife Council, the Architectural Heritage Fund and the William Grant Foundation; and include the relevant logos in line with their requirements.

15. Further Information

The Project Outcomes to be achieved are at Annex B. The Viability Appraisal submitted to the NLHF provides useful background information for this application and is enclosed with the brief. Further project information is held at FEAT's office in Glenrothes.

Guidance on Evaluation is provided by the NLHF at <https://www.heritagefund.org.uk/publications/evaluation-guidance> and on wellbeing at <https://www.heritagefund.org.uk/publications/wellbeing-guidance>

FEAT gratefully acknowledges the support of the National Lottery Heritage Fund, Fife Council, the Architectural Heritage Fund, and the William Grant Foundation, who are the main funders of the Development Phase of this project.

Annex:

A – Project Management Structure – Development Phase.

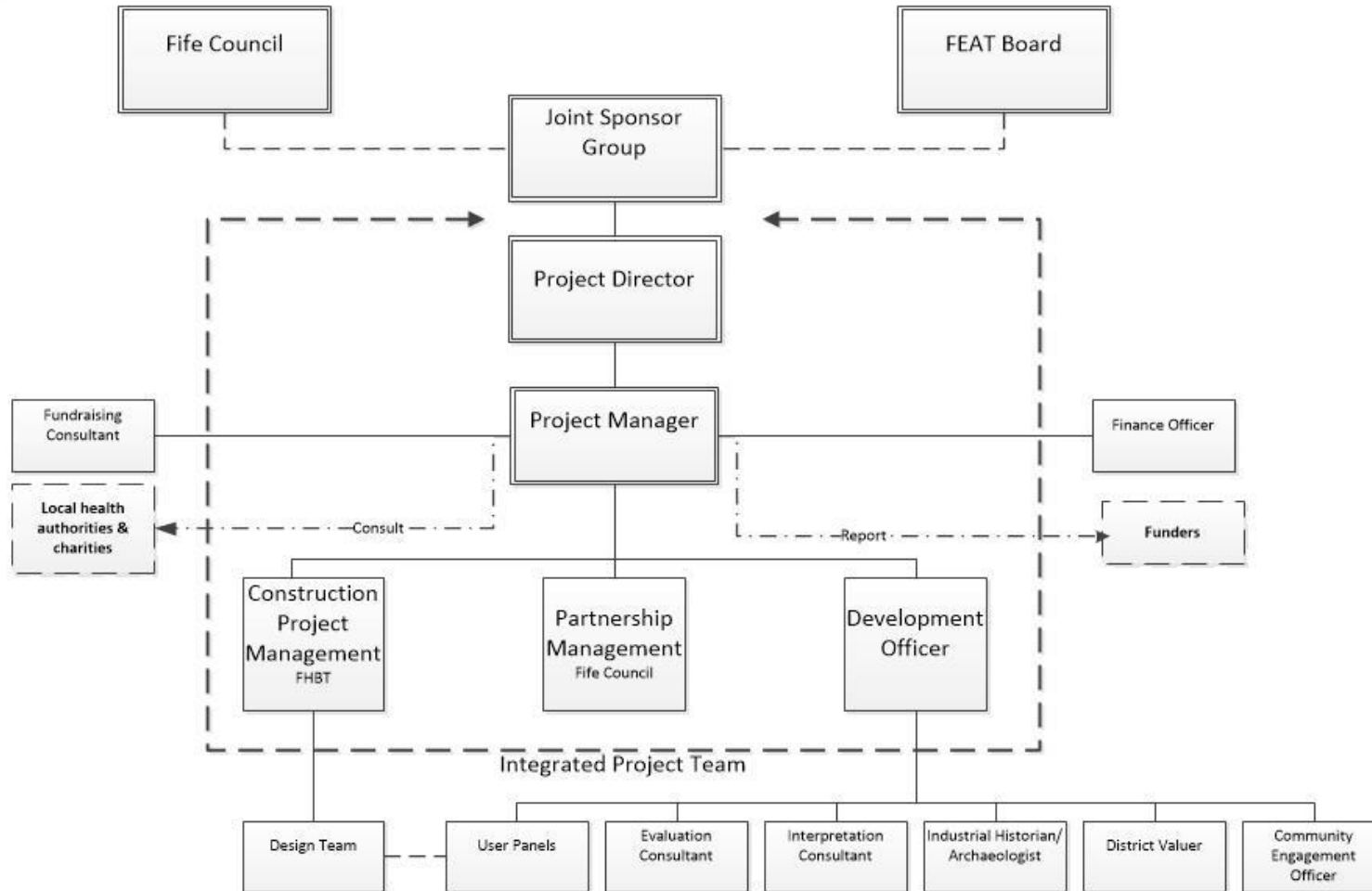
B – Project Outcomes.

Enclosure:

1. Viability Appraisal

FLAX MILL PROJECT MANAGEMENT STRUCTURE

Development Phase



V2.0– 31 Oct 19

PROJECT OUTCOMES

It is essential that the evaluation plan captures all the data required to enable accurate reporting against the outcomes detailed in the application to the NLHF. The outcomes and supporting statements from the application are detailed below:

A wider range of people will be involved in heritage:

The local community is currently largely unaware of the rich heritage of the flax mill and the park and there is little connection from the park to the natural heritage of the nearby coastline. We will engage with as wide a range of people as possible, and will especially focus on FEAT's core community of interest (those with significant mental health issues), those from the local areas of recognised multiple deprivation, school children, and visitors. In doing this, we will reflect the strengths and track record of FEAT, and the needs of the local community. We anticipate that over 2,000 people will take part in activities, events and volunteering linked to the history and heritage of Silverburn, and a significant proportion of these will be from under-represented communities. We also expect the general visitor numbers to the park and the flax mill to increase significantly, returning to historic levels of circa 25,000 p.a. Throughout the project we will carry out community engagement and collect data so that we can identify who does and doesn't engage with the heritage, and track the changes that come about as a result of this project.

Heritage will be in better condition:

The plans for the derelict B-listed flax mill have been informed by a detailed Conservation Statement for the Flax Mill and a Conservation Management Plan for the whole park. The flax mill building will be sensitively repaired and adapted for a range of new uses in line with best conservation practice, overseen by an experienced design team working with a Conservation Accredited architect. Works to the roof, brick walls, structural elements, rainwater goods, doors and windows will ensure that the building is made structurally sound and wind and watertight while retaining as much of the original fabric as possible. Internally, the building will be sympathetically adapted to create new spaces and upgraded to ensure it meets modern building standards, levels of comfort and accessibility, with new services and insulation. As a result of this work, the building will be removed from the Buildings at Risk Register. It will become accessible to the public for the first time in decades and will be transformed from an eyesore and health and safety liability within Silverburn Park to a real community asset. Income raised through the new flax mill operations will be reinvested in the building and the park, thereby also improving the condition of the wider park heritage. During the development phase the conservation plan will be updated and a detailed management and maintenance plan will be prepared to help us maintain the flax mill and manage the site appropriately after the project ends.

Heritage will be identified and better explained:

Silverburn flax mill has a rich history and connection to the local area that is largely forgotten today. The heritage will be explored and researched through the project development and activities, and an interpretation plan will ensure that the heritage is explained clearly so that everyone can understand and appreciate it. There will be exhibition space within the redeveloped flax mill and new interpretation at the flax mill, in the park and linking to the nearby coastal path.



People will have developed skills:

FEAT's core work already involves helping people develop skills, with a view to finding work. The flax mill project will allow us to extend this into new areas. As we have developed this project we have seen how the heritage can be used to help people gain skills. For example, we were able to provide paid work experience to a student to research the history of the flax mill using the Silverburn archive material, and this work was then used by the design team to inform the Conservation Statement. The student had access to the University of St Andrews archives for the first time and gained research and presentation skills using a real-life project. Another example is FEAT's partnership with Fife Council Employability Services to deliver a training programme for unemployed adults from the Levenmouth area, providing them with a range of accredited training followed by supervised work experience within Silverburn park and then leading on to short-term employment with Fife Council. We will build on this experience for the flax mill project, which will provide a wide variety of opportunities for our target audiences to develop skills such as in traditional building conservation, natural heritage, traditional crafts, historical research and project management. This will include a requirement for contractors to offer work experience and training to local people, training in estate management and woodland maintenance skills, historical research training for volunteers including how to use the University of St Andrews archives, and a range of activities for school children in line with the Curriculum for Excellence. After the project ends we will continue to provide skills training opportunities for local people, for example in the café and hostel. As a result of taking part in these activities, we think that adults and children will have improved their mental wellbeing and self-confidence, and in some cases gained new skills to help them take up further education or employment. Our staff, Board, volunteers and Friends Group will also receive training to provide them with the necessary skills to ensure the heritage is properly understood and communicated and is well managed and looked after in the long term.

People will have learnt about heritage, leading to change in ideas and actions:

We will provide a wide range of opportunities for people to learn about and engage with the heritage, in ways that best suit them. The four main heritage themes that we have identified will ensure that there will be something to interest everyone. Activities will range from short drop-in sessions such as talks, hard hat tours and taster craft events to more in depth learning through volunteering, exploring the rich archives, and work placements. We think that the heritage learning opportunities will make a real difference to how people see themselves and their community and will help people prosper, be inspired and will foster hope for the future. People will use the knowledge they have gained in a variety of ways, from simply spreading the word about the flax mill and Silverburn, to taking up new hobbies, studies and employment.

People will have greater well-being:

In line with FEAT's core aims, our focus in this project will be on heritage activities to improve well-being and mental health. Drawing on our own expertise and working with local health professionals and organisations already active in deprived communities, we can target the people whose health and wellbeing is most in need of enhancing. We already have experience of working at Silverburn in ways that connect people with natural heritage to enhance wellbeing, and local health professionals already make use of Silverburn informally, as part of the emerging "social prescribing" approach. We are therefore very well placed to use this experience to develop a wider range of heritage activities to bring life changing benefits for people. In addition, the location of the flax mill within the park and close to the Fife Coastal Path will encourage physical activity, leading to improvements in physical health. The provision of a café allows us to combine FEAT's focus on health and wellbeing with serving healthy and good quality food which addresses a public health issue of mounting concern.

The funded organisation will be more resilient:

In order for FEAT charity to prosper and continue to achieve excellent outcomes for mental health in Fife, security and longevity of funding is required and a move away from year-by-year awards from a wide range of different funding streams. This project will allow us to work towards a more sustainable business model with self-generated income from the hostel, workshop units and café within the restored flax mill alongside longer term funding. It will also allow us to expand our work in the Levenmouth area and will ensure that we can provide a wider range of volunteering and training opportunities for our clients. As a result of this project, our governance will be strengthened and we expect to gain new volunteers, including to the Board and Friends of Silverburn, from the Levenmouth area.

The local area will be a better place to live, work or visit:

The flax mill in its current condition does not add value to the local area and has a negative impact on the wider Silverburn Park. Our community consultations have shown that while the local community still has a great fondness for Silverburn, this is often based on memories of how the park used to be in its heyday. There is strong support for, and a sense of local excitement about, the proposals for the flax mill, as well as the wider park plans. Local people really want to see the park returned to its former glory and are very supportive that something is actually happening after so many years of decline. This demonstrates that the flax mill project will result in the local area and community being a better place to live, work and visit. The new café, bunkhouse, exhibition space and workshop units will become a hub for the park and a new visitor attraction for local residents, users of the Fife Coastal Path, and visitors from further afield - a hugely positive development in an area of Fife that lacks similar facilities. The need for the flax mill and park to generate a sustainable income will be carefully balanced with the needs of the local community in order to ensure that there are no barriers to engagement for those with little disposable income. The repairs to the flax mill will remove the air of neglect from the surrounding area of the park, making it appear more attractive and well-tended. The increased visitor and staff presence will deter anti-social behaviour, which is likely to also reduce across the whole park. The activities and interpretation will connect the local community with forgotten aspects of their heritage; this will enhance their sense of place and will increase their pride in the community, the park and the wider Levenmouth area.

The local economy will be boosted:

The flax mill project will help to boost the local economy at every stage of the project in an area of deprivation with a shortage of good quality job opportunities within an accessible distance for those in the most deprived communities. We believe that the economic development outcomes for the flax mill project will be additional rather than the result of displacement or deadweight (see the Viability Appraisal). The design and construction phases provide opportunities for local firms to bid for work, for example two of the design team consultancy firms are based in Levenmouth. The project will bring approximately 1,650 square meters of floor space back into use. The hostel and café will encourage more visitors, including those using the Fife Coastal Path, to stop in the area rather than bypassing Levenmouth for more well-known tourist destinations such as the East Neuk. This will support 10 FTE employment opportunities at Silverburn and will also benefit local businesses such as the nearby Blacketyside farm shop. We also intend to use local suppliers for the hostel and café where possible. The 4 new craft workshops/ small business units and the meeting rooms will provide high quality, affordable facilities for new and existing businesses. We have a long track record of delivering meaningful learning, volunteering, work experience and job opportunities to people who are furthest from the job market, and this will be embedded in the project through the activity programme. This will continue after the project ends as the new flax mill facilities will enable us to expand our presence in the local area and increase the type and range of training and support we can provide to local people. For example there will be new office space for our staff, the café will provide the opportunity for employability training in catering, and there will be suitable indoor space for trainees and volunteers undertaking employment training in the wider park.