



University
of Glasgow



Unlocking the Potential of the Hunterian Project Evaluation Tender

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1. Overview of the Requirement

1.1. Overview

The Hunterian (the Client) is looking to appoint an evaluator (the Contractor) to evaluate the activity undertaken during a National Lottery Heritage Fund development project. This will build on existing approaches and frameworks with the aim of providing us with insights into the approach, management and delivery of the project, learning for the next phase of development project and satisfactory reporting to funders and stakeholders.

The evaluation will require working with several teams in The Hunterian as well as consulting and collaborating with community partners and participants and liaising with other project contractors.

The Hunterian is looking for a suitably qualified contractor with experience in the cultural sector to provide a range of services which include:

- Designing data collection tools.
- Data collection and collation.
- Analysing multiple data sources.
- Report writing and communication.

The lead client will be the Head of Audience Experience and Engagement and the work will be directed by the Project Team.

This is a one-off contract requirement covering a period of one year (12 months) with a budget in the region of £8k. The contract will start on 1 April 2025, with a set up period in March 2025 and ending on 31 January 2026.

The consultant(s) will be expected to familiarise themselves with, and adhere to, guidance on evaluation given by the National Lottery Heritage Fund and make appropriate use of branding and logos. <https://www.heritagefund.org.uk/funding/good-practice-guidance/evaluation>.

‘Unlocking the Potential of The Hunterian: The Changing Museum’ is made possible with The National Lottery Heritage Fund. Thanks to National Lottery players, we have been able to start work on a project that will shape the future of The Hunterian and explore what is needed for a sustainable redevelopment of our public-facing venues, the Hunterian Museum and Hunterian Art Gallery.

1.2. The Hunterian

At the heart of the University of Glasgow since 1807, The Hunterian connects people with stories, individuals and ideas found in stunning collections of objects, belongings and artworks. Today The Hunterian is a space for questioning and experimentation, for enjoyment and enrichment, for connection and collaboration and for reflecting on the role museums and individuals can play in furthering equity, justice and diversity in our society. We actively work to make The Hunterian a more relevant and meaningful place – for University students and staff, for Glaswegians, for Scots and for our global visitors.

Audiences

In its Strategic Plan, The Hunterian committed to becoming “**a more meaningful place for more diverse audiences.**”

1. We want to diversify our audiences by:

- a) Increasing the percentage of visitors to our venues who are from **Glasgow**.
- b) Taking an intersectional approach and aiming for this Glasgow visitor profile to mirror that of Glasgow in terms of age, ethnicity, gender, disability and socioeconomic profile.
- c) Building our relationships and audiences from **Maryhill** (G20) and from our **local University community** (staff, students and G12).

2. We want to develop meaningful audience relationships:

- Reflected in the motivations and experiences of our audiences.
- Building repeat visits in our Glasgow audiences, as well as bringing in first time visitors.

Our Collections

The Hunterian cares for some of Scotland’s finest collections that cover subjects as diverse as the history of medicine, zoology and art. The Hunterian’s whole collection is ‘Recognised’ as nationally significant in Scotland. The Hunterian collections include outstanding Roman artefacts from the Antonine Wall; vast natural and life science collections; scientific instruments used by James Watt, Joseph Lister and Lord Kelvin; one of the world’s greatest collections of coins and medals and objects and belongings brought to Glasgow from around the world during hundreds of years of trade, empire, exploitation and migration.

Our Venues

Hunterian Museum

The Hunterian Museum is a stunning space filled with collections that explore the development of knowledge and understanding and the relationship between Glasgow, Scotland and the rest of the world. The Antonine Wall displays tell the story of Roman settlement in Scotland, and the gems, fossils and dinosaurs reveal the very history of the earth. The history of medicine in the west of Scotland and Lord Kelvin’s scientific instruments feature in the displays about scientific innovation in Glasgow. The Curating Discomfort intervention highlights the ways in which our collections and displays are inextricably linked to the history of colonialism and empire, and the foregrounding of a Western account of the world. The Hunterian Museum is located in the historic Gilbert Scott building at the University of Glasgow and is a five-minute walk from the Hunterian Art Gallery.

Hunterian Art Gallery

The Hunterian Art Gallery is famous for its Whistler and Mackintosh collections and has a wide range of outstanding works on show. It was the first museum in Britain with a gallery of paintings and today the Hunterian Art Gallery holds one of the most distinguished public art collections in Scotland. Works range from Rubens and Rembrandt to the Scottish Colourists and Glasgow Boys, as well as an important collection of works by leading contemporary artists. It also features an outdoor sculpture courtyard with a selection of works by British artists. The Hunterian Art Gallery is located on Hillhead Street beside the University Library, a five-minute walk from the Hunterian Museum.

Mackintosh House

Charles Rennie Mackintosh and Margaret Macdonald were Glaswegian artists and designers whose style is now world famous. The Mackintosh House, now an integral part of the Hunterian

Art Gallery, is a careful reassemblage of the main rooms from the Mackintoshes' Glasgow home. The Mackintosh House Introduction Gallery tells the fascinating story of the artists, their house and the Mackintosh collection.

Zoology Museum – out of scope for this project

The Hunterian Zoology Museum, located in the Graham Kerr building, showcases the astonishing diversity of the animal kingdom. Familiar mammals, marsupials and reptiles feature alongside lesser-known creatures such as sponges that look like glass ornaments, worms that live in the gut of a horse and microscopic marine animals.

Kelvin Hall – out of scope for this project

At Kelvin Hall, the University of Glasgow has created The Hunterian Collections Study Centre, a purpose-designed facility offering opportunities for innovative object-based research, teaching and training for a wide educational audience. The Hunterian runs events at Kelvin Hall throughout the year. Kelvin Hall is on Argyle Street, a ten-minute walk from the Hunterian Museum.

1.3. Project Background and Status

The Hunterian is in receipt of National Lottery Heritage Fund funding for a future scoping project which will run alongside a University of Glasgow Estates Feasibility study.

This project will deliver outputs that will enable a next stage project to deliver significant redevelopment. It is anticipated this will be funded through a combination of funding avenues.

The scoping project will deliver:

- a. Strategic master-planning process across the Museum and Art Gallery venues to provide basis for development of final, fundable, proposals.
- b. Outline Activity Plan – including opportunities for skills development, collections logistics etc.
- c. Detailed audience research to devise, test and evaluate processes, outline costs and timescales for delivery of full community co-production and consultation processes with stakeholders.
- d. Development of high-level interpretative and display strategies.
- e. Outline strategic conservation challenges/options for the relevant collections (notably, the Mackintosh House).
- f. Fundraising feasibility study to assess potential of external support from public bodies and private philanthropy to amplify programme of capital investment by The National Lottery Heritage Fund and the University of Glasgow.

More information on The National Lottery Heritage Fund scoping project can be found in Appendix 1 - Document 1.1: National Lottery Heritage Fund Project Overview.

2. Scope and Objectives

2.1. Evaluation Scope

An evaluation framework and outline plan for the evaluation of this project has been developed. We are looking to appoint external evaluators to work with us to review and embed this plan, to co-ordinate research activity, to support us to embed data collection into specific tasks and activities, to analyse data and to co-ordinate reporting.

The contractor will build on The Hunterian's evaluation framework, which is drawn from the Centre for Cultural Value, to create a consistent approach and a shared language.

With the support of the contractor, we will develop the skills of all Hunterian staff in terms of designing, collecting, analysing and embedding evaluation throughout our activities and this will provide a robust platform for the next phase.

We are looking for an individual, team or organisation with:

- Experience of evaluation in the cultural sector.
- Experience of evaluating externally funded projects.
- Experience of working within and successfully engaging diverse communities.
- Experience of facilitating action planning/reflection workshops.
- Focus on quality of process as well as outcomes and impact.
- Strong track record of producing clear, well written, high-quality reports.

Approach

- We anticipate that there will be a significant focus on qualitative methods in the evaluation and we want to pay attention to process, impacts and any unplanned or unintended outcomes.
- The contractor will have an in-depth knowledge of equitable evaluation and museum practices and should be experienced at working with participants in community settings.
- Evaluation participants should be appropriately compensated for their time, and we will include these costs in the budgets for the workstreams. These fees do not need to be accounted for in this proposal.
- We envision the majority of the data-collection work taking place in person with travel to The Hunterian and within Glasgow. All travel, accommodation, subsistence and expenses will need to be accounted for in your proposal.

2.2. Key Objectives

There are four key objectives for the evaluation:

1. Focus on process and participation – how successful this has been in this project and how this can be better embedded in the future.
2. Inform thinking for the next stage of the development of spaces, interpretation and programming to deliver impact and benefit for our audiences.
3. Capture the impacts of the development project, including unexpected or unintended outcomes.
4. Provide engaging, compelling reporting and communication for a range of stakeholders.

The contractor will need to work across the different work packages to establish evaluation objectives and approaches for specific tasks. This will not include every task or activity and will

focus on the participatory elements of the project - Accessibility Approaches and Programming in Work Package 4 and Participatory Activity in Work Package 5.

3. Requirements

3.1. Outputs

The following outputs will be required:

- An agreed research design/evaluation plan, coordinating planned research activity.
- A mid-term report document.
- A final project evaluation report – including direct responses from participants and quantitative and qualitative data.
- A set of research data, to be stored in a readily accessible electronic format such as Excel.

3.2. Work Programmes

The work programme will include:

Research Design

Working with the project team and work package sponsors, the contractor will review and support appropriate evaluation approaches for the different work packages. Approaches will be both qualitative and quantitative.

Design of evaluation activity for specific tasks – Accessibility Approaches and Programming in Work Package 4 and Participatory Activity in Work Package 5.

We anticipate regular, monthly contact with the contractor and that they will guide us in the design and content of all our data capture and monitoring materials and processes.

Data Collection

In most instances, Hunterian staff will be responsible for ongoing data capture as advised by the contractor, with the contractor providing training as required.

The contractor will be required to collect some data (for example, interviews/focus groups with participants) directly to ensure robust and objective responses in specific tasks specifically in Work Package 4 - Accessibility Approach and Programming and in the participatory work in Work Package 5.

Analysis

Collate and process multiple sources of data, both qualitative and quantitative to create a coherent evaluation. This will include analysing and synthesising data from a range of evaluation reports written by Hunterian team members, as well as data collected by the contractor .

Reporting and Communication

Reports produced should be engaging and imaginative, suitable for a range of diverse audiences and stakeholders. The evaluation will form a part of our advocacy for the project in the future but its primary purpose is for furthering learning and understanding to inform future practice, for us and others.

Embedding Evaluation

A key part of the evaluation of the project will be demonstrating the impact on individuals. The contractor will work with The Hunterian to embed evaluation mechanisms into the workstream activities. We also require input from the contractor on the appropriateness and future application of the evaluation framework we have adopted.

3.3. Out of Scope

The following services are excluded from the scope of requirement:

Payments for participation would need to be at rates agreed with the client. Administering the payments would be the responsibility of The Hunterian. The budget for this is not included in the project fee and will be met separately.

4. Timetable

Project set up and briefing	April 2025
Confirmation of evaluation approach	End May 2025
Data collection	June–November 2025
Analysis	November–December 2025
Reporting	January 2026

5. Quality and Performance

5.1. Equalities

An Inclusive Planning Assessment has been produced and the outcome requirements will be shared with applicants.. The successful contractor must show they have considered in full the conclusions of this and should have clear integration of this in the design and delivery of the contract.

5.2. Roles and Responsibilities

The contractor is responsible for delivery of a thorough and coherent evaluation programme including:

- Review of planned research activity in different tasks and advise on approaches.
- Ensuring that research activity corresponds with legislation and best practice.
- Reviewing and analysing all relevant data collected by Hunterian task groups.
- Providing reporting, presentations and feedback in clear English and with useful analysis to ensure maximum engagement from Hunterian staff.
- Management and full responsibility for all sub-contractors.
- Attending all planning, operational and performance review meetings.
- Developing robust, creative and cost-effective research plans and methodologies.
- Building strong relationships with staff from key departments across the organisation.

The Hunterian is responsible for:

- Providing access to relevant existing data and reports.
- Working alongside the successful Contractor to agree on evaluation priorities and process.

- Supporting the set up and delivery of in venue research and, for example, workshop sessions or focus groups for specified tasks.
- Ensuring all KPIs in the contract are met as required.

5.3. Performance Management

The Contractor will be named in any contract to flow from this procurement exercise. The Contractor will monitor and review the quality of the services provided and will meet with the Head of Audience Experience and Engagement to review the contract delivery.

The Key Performance Indicators (KPIs) are detailed below:

KPIs – Access Brief	Target
Research Design approved	31 May 2025
Interim report	1 November 2025
Final report with summative evaluation and project guidelines	31 January 2026
General	
Responsiveness to general queries	<= 4 days
Response to complaints in writing	<=7 days
Invoice accuracy	100%
Services completed in line with programmed timescales	>=90%

6. Implementation and Project Delivery

6.1. Project Set Up

The contract set up period will be during March and April 2025. During this period all elements of the research will be agreed between the client and agency and prepared for launch.

6.2. Project Delivery

The procurement and ongoing project management is led by the Audience Experience and Engagement team including contract administration and finance.

6.3. Use of Sub-Contractors

The Contractor will act as the single point of contact for this contract. The Contractor shall be entitled to engage sub-contractors to assist in the provision of the services subject to obtaining the prior written consent of the Client.

The Contractor must detail all sub-contractors that may be required to fulfil the requirements of this contract. The Contractor will be fully responsible for all sub-contractors that are related to this contract. Where there is agreement to sub-contract any part of the Service, the Contractor shall be responsible for the acts and/or omissions of their sub-contractors as though they were their own as per the Terms and Conditions of this contract.

6.4. Payments

The Contractor shall provide an invoice breakdown detailing the charges relating to elements of the work delivered. Invoices shall be clearly itemised with the number of days, service description and pay rate. This is not a commitment to purchase. Commitment to purchase will be made only through the receipt of a properly authorised University of Glasgow purchase order.

Invoices received for work where no corresponding order exists will not be paid.

It is the responsibility of the Contractor to notify The Hunterian of any cost variance from the original quote prior to engaging in any additional work. This must be approved in writing by The Hunterian.

6.5. Confidentiality

The contractor will assign the copyright of all outputs to the University of Glasgow for use in connection with their operations. The Contractor should clear the copyright for any illustrations or other material used. This will be a confidential document. The client will decide on release and distribution. The Contractor may not distribute without prior consent from the client.

6.6. Fair Work Practices

The University of Glasgow supports the Scottish Government Fair Work First approach which aims to ensure that Fair Work is at the heart of its employment practices, funding of grants and procurement of contracts.

This means:

- Appropriate channels for effective voice, such as trade union recognition.
- Investment in workforce development.
- No inappropriate use of zero hours contracts.
- Action to tackle the gender pay gap and create a more diverse and inclusive workplace;
- Providing fair pay for workers (for example, payment of the real Living Wage).
- Offer flexible and family friendly working practices for all workers from day one of employment.
- Oppose the use of fire and rehire practices.

The University of Glasgow is a Living Wage accredited organisation. To ensure the highest standards of service quality in this contract the University expects the successful contractor and its sub-contractors (if any) as proposed to commit to progressing towards adopting the Fair Work First criteria in the delivery of this contract as part of a fair and equitable employment and reward package as a route to progressing towards wider Fair Work practices set out in the Fair Work Framework. Within the technical response the successful Service Provider will be required to provide evidence and examples of practices, relevant accreditations, policies, or action plans supporting the criteria of Fair Work.

7. Next Steps

If you would like to submit a response to this brief we would be pleased if you submit the following:

1. Experience of other similar projects.
2. CVs of the team that will work on the project.
3. A Method Statement setting out how you would approach the project.
4. Programme demonstrating how the project would be delivered including development of strategy, implementation and reporting periods.
5. Two references.
6. An overall budget for the work **including VAT, any travel and subsistence expenses, third part costs and charging rates for staff** involved with the delivery of the project.

7.1. Selection Criteria

You will each be assessed on your capability and previous relevant experience. We will apply the following evaluation process to all Quotes received. The Contract will be awarded based on the following:

Quality 70%

Contractors are required to provide the following in order for the Client to assess their experience.

Assessment will be based on:

- To what extent does the proposal demonstrate an understanding of the issues (including social values) related to this brief?
- To what extent are the methodology and methods appropriate to the requirements set out in this brief?
- What degree of experience does the bidder demonstrate in order to successfully complete the work?

Price 30%

Please provide a full breakdown of your cost to provide the services. This should be submitted as a separate document, titled 'Appendix A – Cost Submission'. Submission of this document is mandatory, and costs should not be submitted as part of your qualitative response. Cost will be evaluated based on the following formula: (Lowest Cost Submitted/Cost submission being assessed) x Weighted Cost Score.

The aim of the evaluation is to select the Quote which represents the best overall value for money. This evaluation will include an emphasis on quality as well as price.

7.2. Procurement Timetable

Date of issue: 10 March 2025

Proposal return deadline: 31 March 2025 at 5pm

Clarification meetings: 1–4 April 2025

The Hunterian will notify bidders of our procurement decision week commencing 14 April 2025 via email.

Please submit to ellen.fenton@glasgow.ac.uk by email by the deadline 31 March 2025 at 5pm.

Submissions after this time cannot be accepted.