

Unlocking the Potential of the Hunterian Appendix 2: Project Evaluation Plan

1. Scope of the evaluation

The Evaluation Plan will focus on the following outcomes: impact for the organisation, our sector environment and on beneficiaries of the project. We will focus on the intended outcomes of the project to assess the success of the project.

Organisational impact includes:

- Developing our processes
- Developing staff confidence, expertise and skills
- Developing our knowledge base/data to inform decision making

Beneficiary impacts include:

- A positive change for the participants due to their role in the project
- Wider benefits to all audiences and visitors as a result of the project.

2. Framework

The Evaluation Plan will adhere to the Evaluation framework adopted by The Hunterian (Appendix 1) from the Centre for Cultural Value and will adhere to the Evaluation Principles: Robust, Beneficial, Connected, People-centred. (See Appendix 2 [Evaluation Principles - Centre for Cultural Value](#))

2.1. Project objectives

- Gain the understanding and knowledge necessary for the sustainable redevelopment that will deliver transformational change for the future.
- Deeper, strengthened equitable relationships with stakeholders, communities and audiences.
- A broader and more diverse audience.

2.2. Stakeholders

Key stakeholders for the evaluation are:

- The Hunterian team, primarily to shape the next phase of the project
- The NLHF
- The University of Glasgow
- Community partners

2.3. Intended Project Outcomes

Organisational Impact

1. The Hunterian team and other partners will understand current and potential audiences and how to programme for, communicate with and welcome a diverse audience.
2. The Hunterian will have the full support of the University of Glasgow in engaging with its civic strategy and leveraging its research strengths to positively affect society.
3. The Hunterian staff and volunteer teams will be upskilled, supported and developed to work co-productively with a range of audiences and communities and to deliver large scale change.

Our community

4. Community partners will feel appropriately engaged as participants in shaping the future of The Hunterian and feel invested in The Hunterian's future development.
5. Barriers to participation will be greatly reduced including physical, sensory and social.

6. The Hunterian will be an active partner in a range of mutually beneficial and supportive relationships with community, university and sector partners.
7. Broader engagement with our collection, including an opening of the collection to a wide range of expertise and an approach to interpreting and sharing our collection which is underpinned by co-production.

Heritage and the environment

8. A significant improvement in knowledge of the scope and ongoing needs of the collection and spaces in relation to conservation and physical display and how we can ensure its sustainable care into the future.
9. Agreed interpretive approaches and thematic focus will be rooted in collections and storytelling and will be diverse, inclusive and shaped by participants.
10. Sustainable approaches and thinking will be embedded in next stage planning in terms of buildings, facilities and interpretation.
11. The Hunterian will have improved its financial sustainability through robust business planning that contributes to the financial model.

3. Evaluation Design

The focus of the evaluation will be on 3 elements:

- How inclusive was the process?
- What has changed as a result of the project/involvement in it?
- What can we learn from this and do differently next time?

The evaluation of the project will be designed into individual activities from the outset.

Evidenced outcomes demonstrate the value of the project investment and will be invaluable in the design of future work.

We will ensure we have clarity on the nature of the data required to demonstrate that we have made an impact and we will collect and assess both quantitative data and qualitative data.

The Work Package sponsor will work closely with the project leadership team to ensure that the evaluation is consistent and cross-refers to each work activity and that it feeds into a central review.

Each element of the project that is being evaluated will require a short brief to outline the evaluation framework for that piece of work and the evaluation activity plan (Appendix 1-3). This will clarify:

- The objectives of the work to be evaluated
- Intended outcomes
- Success measures
- How data will be collected
- How data will be analysed

Data collection may include e.g.:

1. Baseline benchmarking of Hunterian staff skills and confidence and follow up survey at completion of project
2. Partner/Stakeholder survey feedback
3. Light touch survey feedback on the process/participation from participants in public open days

4. In depth reflection from participants in access, public programme and content work packages, e.g. participant case studies to provide a compelling narrative of the project.

We will, where appropriate, work with participants to define the approach.

We will also run a series of blogs as part of the project comms which will also function as an evaluation tool, asking for reflections from a wider range of participants.

Reflection and Learning

A period of reflection needs to be planned for, to allow for information and data to be absorbed and discussed, so that the teams can think about how to take learning forward. This will be throughout the lifetime of the project, not just at the end

4. Potential activities for evaluation are as follows:

Work Package 1 Recruitment and project governance	What are we evaluating? What are the success measures required to show progress on outcomes?	How will we do this? Potential methods of collecting data
1a Project Board	<ul style="list-style-type: none"> - Full support of the University of Glasgow in engaging with its civic strategy and leveraging its research strengths to positively affect society. - Community partners will feel appropriately engaged as participants in shaping the future of The Hunterian and feel invested in future development. - Success measures - Number of board members that report feeling invested in process/Number of board members that feel the project will have a wider positive impact 	Evaluation discussion at mid and end point survey with board members
1b Community Panel	<ul style="list-style-type: none"> - Independent feedback and ideas from a range of perspectives have been collected, and used to inform the overall direction of the project. - Relationships have been built with stakeholders. - Success measures - panel members report that they feel listened to, have been able to see how their contributions have been taken forward. Members register interest in being involved in future stages/projects. 	Evaluation discussion at the beginning and end of each session Participant completion survey at end of project
Work Package 2 Places, Spaces & Objects	What are we evaluating? What are the success measures required to show progress on outcomes?	How will we do this? Potential methods of collecting data
2a Space audit/options appraisal	<ul style="list-style-type: none"> - Hunterian project team is aware of and understands spaces that could be considered in scope for future redevelopment project, and how they might be used. - Hunterian project team is able to advocate for space usage with University partners. - Hunterian and University partners have shared vision for future space usage, and future 	Staff and community feedback at completion. Delivery of useful report – to deadline.

	<p>scope/commitments are understood and agreed.</p> <ul style="list-style-type: none"> - Community Stakeholders feel appropriately engaged as participants in shaping future space usage by Hunterian. - Success Measures – Sign off at UofG Estates Committee. 	
2b Conceptual/masterplanning development	<ul style="list-style-type: none"> - Hunterian project team has developed understanding of potential/aspirations for future – skills development. - Hunterian project team is equipped with knowledge and usable report/outputs to use in conversation/consultation with stakeholders. - Success Measures – <ul style="list-style-type: none"> a) Does the piece of work help us to understand how we could think about/use our spaces? B) did the output get delivered to brief? 	<p>Staff feedback throughout process and at completion.</p> <p>Delivery of useful report/material - to budget and deadline.</p>
2f Sustainability plan	<ul style="list-style-type: none"> - Hunterian project team have set of actions/resources to take forward into future redevelopment project/embed in existing work. - Success Measures – did the output get delivered to brief? 	Delivery of useful report – to budget and deadline.
Work Package 3 People & Partnerships	<ul style="list-style-type: none"> - What are we evaluating? What are the success measures required to show progress on outcomes? 	<p>How will we do this? Potential methods of collecting data</p>
3b People and skills plan	<ul style="list-style-type: none"> - The Hunterian staff and volunteer teams will be upskilled, supported and developed to work with a range of audiences and communities and to deliver large scale change. - Success Measures – reported development of skills and confidence across the organisation. 	Benchmarking of Hunterian staff skills and confidence and follow up survey at completion of project
3d Internal comms plan and activity	<ul style="list-style-type: none"> - University of Glasgow and community partners feel properly informed/engaged with The Hunterian to enable them to support. - The Hunterian staff and volunteer teams feel informed and supported to work with a range of audiences and communities and to deliver large scale change. - Success Measures – a) Did staff and partners feel they knew what was going on throughout the project/at specific points in time? b) Did the communications work for different audiences and access needs? c) Were communications with the wider public read and positively received? 	<p>Staff feedback throughout process and at completion.</p> <p>Partner/Stakeholder light touch survey throughout as part of comms.</p> <p>Project blogs – responses and uptake.</p>
Work Package 4 Audiences & Access	<p>What are we evaluating? What are the success measures required to show progress on outcomes?</p>	<p>How will we do this? Potential methods of collecting data</p>
4a Accessibility review/co-	<ul style="list-style-type: none"> - Partners feel appropriately engaged as participants in shaping the future of The 	Reflection from participants planned

productive facilities planning	<p>Hunterian and feel invested in its future development.</p> <ul style="list-style-type: none"> - Understanding developed to ensure barriers to participation will be greatly reduced inc. physical, sensory and social. - Success Measures: Positive experience feedback from participants reflecting empowerment and inclusion 	<p>in as part of session delivery – look at perception/attitudinal shift.</p> <p>Undertaken by Access consultant.</p>
4b Audience research	<ul style="list-style-type: none"> - The Hunterian team and other partners will understand current and potential audiences and how to programme for, communicate with and welcome a diverse audience. - Understanding developed to ensure barriers to participation will be greatly reduced including physical, sensory and social. - Success Measures: Successful information flow between work packages to inform activity. - Quality data and reports produced and successfully communicated to the wider project team 	<p>Built in reflection from participants in focus group as part of sessions.</p> <p>Feedback form wider project team.</p> <p>Delivery of useful data and recommendations for implementation – to budget and deadline</p>
4c Approach to public programme	<ul style="list-style-type: none"> - The Hunterian team and other partners will understand current and potential audiences and how to programme for, communicate with and welcome a diverse audience. - Understanding developed to ensure barriers to participation will be greatly reduced including physical, sensory and social. - Community partners feel appropriately engaged as participants in shaping the future of The Hunterian and feel invested in The Hunterian’s future development. - Success Measures Participants report high engagement in process and Hunterian team report development of knowledge, understanding and skills. 	<p>Range of methods – quick survey for first round participants and more detailed feedback survey with round two participants.</p> <p>Light touch feedback on participation from participants in e.g. open days</p>
4d Digital scoping	<ul style="list-style-type: none"> - The Hunterian team and other partners will understand current and potential audiences and how to programme for, communicate with and welcome a diverse audience. - Understanding developed to ensure barriers to participation will be greatly reduced including physical, sensory and social. - Success Measures - Hunterian team report development of knowledge, understanding and skills. 	<p>Delivery of useful audience research to inform next stage development of both project and digital tools. Evaluation of staff knowledge development through reflection.</p>
Work Package 5 Content, themes, interpretation	What are we evaluating? What are the success measures required to show progress on outcomes?	How will we do this? Potential methods of collecting data
5a Curatorial scoping,	<ul style="list-style-type: none"> - The Hunterian curatorial team and community curators will have gained knowledge and critical 	Benchmarking and monitoring

<p>research and planning</p>	<p>understanding of selected project outcomes in UK and European museums regarding content interpretation, community engagement, collections development and use.</p> <ul style="list-style-type: none"> - This knowledge will have informed the approach to content development for the project. - Overarching themes for the outline interpretation plan have been tested with Hunterian/stakeholder teams. <p>Success Measures: enhanced skills and confidence are documented across both Hunterian and community groups in selecting and adopting joint practices; a clear set of recommendations for thematic development and related narratives has been produced; a testable vision for how spaces, content and people can interact; alignment with best practice in similar sector projects.</p>	<p>development of collaborative decision-making with light touch survey; self-reflection recorded and shared on upskilling and confidence in partnering methodology; documenting visits and discussions on content development against progress on outputs; testing vision and interpretative plan with community group survey.</p>
<p>5b Framework for co-production of interpretive content</p>	<ul style="list-style-type: none"> - Hunterian curators, community curators and project team members develop partnership methodology for collections interpretation and interpretative plan. - Baseline is created for sustainable research programme and collections development - Content and data are enriched for interpretative plan through joint action. <p>Success measures: participants report confident and committed approach to collaborative practices, with space created for ongoing reflection and critique. Collective agreement for a way of working.</p>	<p>Small team and group reflection on iterative methodology; joint blog/outputs to share progress with sector; documenting process for joint content interpretation</p>
<p>5c Outline interpretation plan</p>	<ul style="list-style-type: none"> - Hunterian curators, community curators and project team produce outline interpretation plan based on practice and research. <p>Success measures: delivery of interpretative plan and guidelines for practice; workshops evidence understanding and engagement from key stakeholders</p>	<p>Final documents presented, key stakeholder workshops to embed support</p>

5. Analysis

As well as confirming the successful production of the required outputs, other factors will also be analysed to evaluate the project. These include:

Approach: testing the framework’s appropriateness for future capital project evaluation

Social factors

- Largely evidenced from participant feedback, we will also look at the demographics of people involved in the project and how this has affected our audience profile.

- How has the project developed our structures, frameworks and policies to be more inclusive and equitable?

Economic factors

- Have work packages come in on time and to budget?
- What is the value of the project in terms of future investment in The Hunterian (especially in terms of additional external or University funding)?

Environmental factors

- How has the project improved the current or potential sustainability of The Hunterian?
- How has the project increased awareness of environmental issues?
- How has the project built skills and knowledge to plan and deliver more sustainably in future?

6. Reporting

The output of the evaluation will be a dataset and a written report that can be used to understand the project, to enable better planning and decision making going forward. This information can also be used to communicate about and advocate for the project, to support future fundraising and funding applications and to celebrate the involvement and participation of a wider group of participants and stakeholders. We will use this both internally for reflection and planning and will present externally to share learning with the sector.

In addition to answering whether or not we have achieved the intended outcomes, the recording and reporting should also allow flexibility for unexpected outcomes to be captured.

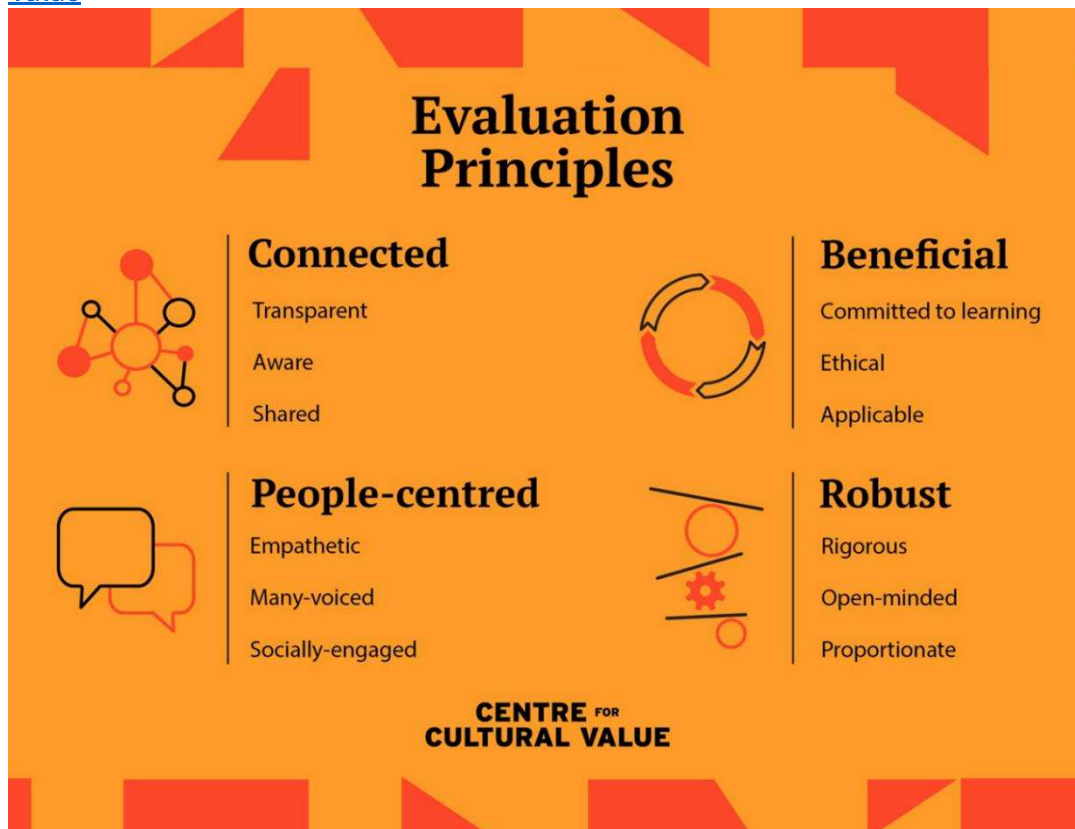
Reporting will cover

- The need – what is objective for this project? Why are we doing it?
- Activities – what activities were undertaken to address this need?
- Outputs – what the results of these activities were.
- Outcomes – what difference these activities made.
- Evidence – how we know whether or not we successfully met these outcomes and how we know what difference we have made.
- Lessons learnt – ways we can change our work for the better in the future – what have we learnt as an organisation and as individuals?
- Proposal and framework for phase 2: This will outline how we will use audience engagement (advisory focus groups, surveys, interviews) and prototyping (display elements, digital interpretation, facilities, and interactives). This evaluation will cover both formative and summative stages of the project and will address how coproduction and co-briefing of evaluation could be embedded in next phase.

Evaluation Framework (adapted from Centre for Cultural Value)

Step 1 Project title/ Outline <input type="text"/>	Step 2 Stakeholders: Who is involved in delivery of the project? <input type="text"/>	How will they be involved in the evaluation? <input type="text"/>	Who benefits from the project? <input type="text"/>	How will they be involved in the evaluation? <input type="text"/>	Who will benefit from the evaluation? <input type="text"/>	What specific questions do they have? <input type="text"/>
	Step 3 Logic Model	Outcomes/impacts <input type="text"/>	Outputs <input type="text"/>	Activities <input type="text"/>	Resources and input <input type="text"/>	
What are the main ambitions of the project? <input type="text"/> <input type="text"/> <input type="text"/>	Step 4. What are the key research questions? <input type="text"/>	<input type="text"/>				
	About goals, objectives, Process, unintended outcomes, learning <input type="text"/>	<input type="text"/>				
	Step 5. Evidence: What data do you need at the outset and throughout the project? <input type="text"/>	<input type="text"/>				
	What data will you need to collect to understand the impact and how will you collect it? <input type="text"/>	<input type="text"/>				

Centre for Cultural Value, Evaluation Principles [Evaluation Principles - Centre for Cultural Value](#)



Appendix 3

From *What works? Eight principles for meaningful evaluation of anti-prejudice work* Colin Duff and Carol Young, Coalition for Racial Equality and Rights, Equality and Human Rights Commission 2017

Figure 1

Eight principles for evaluating anti-prejudice projects

