



Invitation to tender for the appointment of:

ACTIVITY PLAN AND EVALUATION CONSULTANTS

TO SUPPORT:

Vicars' Close - A Medieval Street Singing Through the Centuries
Development and Delivery Stages

Date: June 2022

Wells Cathedral

Chain Gate

Cathedral Green

Wells

Somerset

BA5 2UE

1.0 Executive Summary

The Chapter of Wells Cathedral are currently undertaking a project to increase public engagement with, and access to the heritage of Vicar's Close, a complete 14th century street adjoining Wells Cathedral. The project will also fund essential conservation to the properties of Vicar's Close, which are at considerable risk.

The Cathedral Chapter wish to appoint consultants to:

- produce an Activity Plan that will increase engagement and participation with the heritage of Wells Cathedral's Vicars' Close as part of a National Lottery Heritage Fund (NLHF) funded project and to assist the project to achieve its learning and engagement aims.
- provide evaluation services for the development and delivery phases

Consultants may apply for one or both pieces of work.

The Activity Plan will need to be prepared in the context of other pieces of work for our NLHF project:

- a Conservation Management Plan
- Interpretation Content Research and Design Plans
- a Business Plan
- a Marketing and Communications Plan
- a Management and Maintenance Plan
- fundraising activity
- the design and planning of a capital programme including major conservation works

2.0 Background

Built between 1175 and c.1450, Wells Cathedral was the first English Cathedral built in the Gothic style. Wells is revered as one of the finest buildings in Western Europe and described by Simon Jenkins as the finest of England's Cathedrals.

Adjoining the Cathedral on its north side is Vicars' Close, which was built between 1348 and 1430 to house the Clergy and Vicars' Choral of Wells Cathedral. Originally the close comprised 47 buildings which over time have been merged to leave 27 Grade I listed properties, a dining hall and kitchen, treasury, chapel and library. The close still houses the Vicars' Choral, making it the oldest, most complete street used to its original purpose in Europe. The Close also now provides practice rooms for the musicians of Wells Cathedral School and accommodation for Cathedral employees.

Vicars' Close is Grade I listed and is part of the wider Cathedral complex. The Close is a through route between the Liberty (medieval precinct) and Cathedral Green, but also remains physically connected to the Cathedral via the Chain Bridge at the South end of the Close.

'Vicars' Close: A medieval street singing through the centuries' Project Aims

In summary, the project aims are to:

- create new interpretation and activities to engage a wider range of people with the incredible heritage of the Close and the connected Cathedral
- provide support for young people and families, the elderly and people living with disabilities in areas of high social isolation, digital poverty, low skilled employment and unemployment
- make publicly accessible for the first time two of the houses on Vicars' Close along with the Vicars' Chapel, Hall and Kitchen and Treasury Rooms

- carry out essential conservation and repair to the external envelope of the Vicars' Close properties to preserve for the benefit, learning and enjoyment of future generations.
- create opportunities for volunteering, internships and apprenticeships to preserve heritage crafts and create opportunities for people to develop skills and experiences to enable them to enter or re-enter the workforce.

3.0 The Brief(s)

3.1 Activity Plan Consultancy

The Chapter of Wells Cathedral wishes to appoint Consultants to support the development of the activity, learning and engagement elements of *Vicars' Close: A Medieval Street Singing Through the Centuries*.

In general terms the Consultants will extend and develop the current learning and participation proposals, and devise and test further sustainable plans and activities which will achieve our project's engagement, learning and participation outcomes, as reflected in the *Vicars' Close: A Medieval Street Singing Through the Centuries* appendices attached. Experience of working on co-curation/co-creation projects would be desirable to inform this work.

The successful Consultants will produce a detailed Activity Plan for submission with a Round Two funding application to the NLHF. This will include:

1. Plans for Audience Engagement and Development, Learning and Participation and related evaluation.
2. A fully-costed, 4-year Action Plan for delivering the Activity Plan in the format stipulated by the NLHF.
3. Sustainability plans for project activities, including how they can be developed after the project so that there is a clear legacy.

The plans should fully comply with NLHF guidelines on Activity Plans, including those set out in their "Activity Plan Guidance" and "Planning Activities in Heritage Projects" documents but the plans and advice should not be limited by those documents and guidance. The Consultants must demonstrate that they are fully aware of the latest requirements of the NLHF and be well-versed in the guidelines for this work.

3.2 Scope of Work/Further detail of what the Consultants will do during the Development Phase

The successful applicant will work alongside the Cathedral's Project Board (see the NLHF Development Phase Application), the Project Manager, lead activity and engagement partners, the Interpretation Design Consultant, Interpretation Content Research Consultant, and the lead consultant for the capital works, to coordinate all activities and to:

Audience Engagement and Development

- Review and identify potential priority audiences, analysing the nature and size of each potential group.
- Commission, manage or directly deliver audience research using an agreed methodology, or supervise the production of summary reports based upon it, for integration into the Activity Plan.
- Create consultative forums as well as improved opportunities for volunteering.
- Use the work of these forums to inform the audience development process.

- Work in conjunction with identified project partners and the Cathedral's Project Board in assessing current access and engagement, and the response to proposed interpretation areas and activities.
- Where a need arises, test market response by devising and delivering pilot activities.

Learning and Participation and Volunteering

- Review the current limited offer for visitors and learning audiences (including local schools) to analyse the extent and quality of this offer. This should include detailed consultation and evaluation with current and potential users of Vicars' Close.
- Undertake a review of current participation including volunteering opportunities.
- Extend this review and consultation to identify current and future needs and make proposals.
- Identify a range of potential activities, events and projects which references best practice in learning and volunteering.
- Test viability by devising and delivering a number of pilot activities, taster sessions, events etc. for specific audiences.
- Outline and plan the pollinator Citizen Science Project with partners
<https://www.nhm.ac.uk/content/dam/nhmwww/take-part/Citizenscience/citizen-science-guide.pdf>
- Produce a detailed Activity Plan, including strategies for Audience Development and Learning and Participation, plus a detailed, fully costed Action Plan for delivery.
- Propose a sustainable framework on which the development and delivery of learning outcomes for different target audiences can be based.
- The Activity Plan should assess opportunities for extending long term sustainable partnership working, particularly with schools and local historic sites and make proposals in this regard.
- Ensure the Activity Plan proposes the most effective and inclusive means of achieving engagement, learning and participation for priority audiences, including:
 - Local people
 - Young people and hard to reach groups
 - Potential partner organisations among community, education and other groups
 - Tourists from the UK
 - Potential international visitors and tourists
 - All those interested in new learning opportunities
 - Those interested in participating in educational and cultural activities
 - Potential volunteers and the development of volunteer roles

In addition to writing the Activity Plan, the consultants will be expected to:

- Attend relevant project board and team meetings, including the Midterm and assessment reviews with the NLHF
- Assist with input on relevant sections of the application form
- Ensure the Activity Plan fits with other documentation – particularly the Interpretation and Business Plans.

3.3 Evaluation Consultancy

The Chapter of Wells Cathedral are looking for an external evaluation consultant to assist in the measurement of the success of the project against the intended outcomes, and to identify lessons which can be learned. The evaluation will cover a short evaluation of the development phase, and the subsequent delivery of the capital works, interpretation and Activity Plan.

The continuation of the contract for Evaluation services is dependent on the Cathedral being successful in their Round 2 NLHF application. In their tender response the consultants are requested to state which work they consider should fall into the Development Stage and which into the Delivery Phase.

3.4 Scope of work for both Development and Delivery Phases

An external evaluator is sought to help create the evaluation framework for the project, and help train key Cathedral staff and volunteers to carry out ongoing evaluation, and to collect data that will be useful to contribute to the final summative report.

The contract includes collating and/or assisting in the collation of the base line data and collating this data at the end and writing the final evaluation report.

The scope of works therefore includes formative as well as summative evaluation and training others.

The external evaluator will undertake the following tasks:

- Review the project against the NLHF applications and the outputs and outcomes intended
- Develop an evaluation framework for capturing ongoing evidence of success and project outcomes and establishing the base line data against which success can be judged
- Propose pilots of evaluation measures to be adopted
- Collate data and/or train volunteers to collate data to measure the project's success
- Help the cathedral develop its ability to be a monitoring, evaluating and learning organisation
- Suggest improvements that can be made during the project delivery on the basis of this review
- Use this evaluation process to suggest improvements to the heritage offer
- Offer support and training to staff and volunteers to ensure that they understand the purpose of evaluation and are confident and competent in carrying out evaluation as required and recording the data collected
- Develop the methods and undertake some independent evaluation of activities including surveys at public events
- Interview key stakeholders to measure success from different perspectives (neighbours, community organisations, Vicars' Close residents and project partners)
- Review the potential sustainability of the project, including lessons learned for the future
- Produce a final summative evaluation report on the project for internal use as well as to submit to the NLHF as part of the requirement to complete the project.

The methodology and reporting must include both quantitative as well as qualitative measures of success. The Consultants will be expected to be familiar with, and adhere to, guidance on evaluation issued by the NLHF.

A range of evaluation tools will need to be employed and knitted together. This will need to include traditional methods such as surveys, questionnaires, interviews, photographs but also more innovative approaches. The evaluation should include analysis of the impact of the project on the wider community too.

A process of continuous assessment and improvement needs to be worked into the project evaluation framework so that the Cathedral Chapter can monitor that change is occurring as planned, that success can be celebrated even during project delivery, to ensure that enthusiasm and momentum of staff and volunteers is maintained, and finally to enable problems with either the programming or the evaluation systems to be identified early and remedied.

4.0 Reporting Structure for Activity Plan and Evaluation Consultants

The Consultants will report to the Project Manager and the Project Board, both of whom are ultimately accountable to the Cathedral Chapter. Unless agreed in writing, all reporting and other communication will be carried out electronically. The Consultants will submit regular reports as required by the Project Manager/Project Board, particularly to fit with the reporting requirements of the NLHF and the Consultants will be expected to attend meetings as required.

5.0 Project Timescales

An outline and draft Project Programme is attached at the end of this document.

The Activity Plan work, including consultation and trials, should be completed in time for approval by the Cathedral Chapter by September 2023, ahead of the Midterm Review, with a final draft for the NLHF round 2 application in early March 2024. The successful Consultant should be available for comment in the weeks leading up to the submission and again for the assessment meeting with the NLHF. The Delivery Phase is scheduled to run from July 2024 to July 2028 with the Final Evaluation Report due in September 2028.

6.0 Tender Requirements

- Please submit a proposal to carry out the Services that covers the following:
- Response to the Questions in the Appendix
- Methodology and Approach
- Commentary on Project Programme
- Articulates which work should be carried out in the Development Phase and which in the Delivery Phase
- Details of the proposed team (including CVs and details of relevant assignments previously undertaken)
- Fixed price fees for both the Activity Plan and Evaluation Services and split between the Development and Delivery Phases. Please note the figures stated are maximum figures
- References as referred to in the Appendix

The tenderer should be able to demonstrate:

- Previous relevant experience, including demonstrable understanding and recent experience of the NLHF process and NLHF Heritage Grant applications
- Experience of working with local, regional and national groups and communities
- Ability to hit budgets and timescales
- Proven skills and evidence of providing creative solutions
- Proven experience of working with volunteers
- Examples of an inclusive approach to consultation, evaluation and solution finding
- Satisfactory Professional Indemnity and Public Liability insurance

7.0 Fee

For the production of an Activity Plan in the Development phase of the project, the fee is expected to be up to a maximum of £21,000 (inclusive of VAT where appropriate).

For the provision of Evaluation Services the fee is expected to be up to a maximum of £6,000 for the Development Phase and £24,000 for the Delivery Phase (both figures are inclusive of VAT where appropriate).

8.0 Information Request

Please provide the information requested in the Appendix.

9.0 Tender Evaluation

The criteria for the appointment is as follows:

Selection criteria	Weighting
Quality and experience	40%
Methodology and approach to commission	30%
Tender Price	20%
Interview	10%
TOTAL	100%

The award of the contract will be based on the most advantageous tender in terms of the stated criteria. The Cathedral Chapter will not pay for any costs of any tenderer. The Cathedral Chapter reserve the right not (a) to make an appointment or (b) to accept the tender with the lowest price and may take other factors into account in assessing the tender responses received by them. The successful consultant will be required to enter into a contract with the Cathedral Chapter in a form to be agreed.

Contact Details

Please email any questions to VCProject@wellscathedral.org.uk. Questions and responses may be shared with all those tendering.

Submission of Tenders

Tenders must be received by Noon on Friday 8th July 2022.

Tenders must be submitted electronically to VCProject@wellscathedral.org.uk.

Any tenders received after the deadline will be immediately disqualified from the process.

All proposals should be a maximum of 5 pages in length – preferably shorter – excluding appendices.

Short-listed candidates will be invited to attend a presentation and interview process. Short listed candidates will be required to provide a short presentation outlining why they are best suited to the work tendered. The anticipated date of interviews for short listed candidates will be Thursday 14th July 2022.

APPENDIX I

1.0 COMPANY INFORMATION AND RELEVANT EXPERIENCE

1.1 Name of Company:

1.2 Address:

1.3 Registered Address (if different to above):

1.4 Lead Contact Name for the work:

E-mail address:

Telephone No (landline and mobile):

1.5 Type of Legal structure:

1.6 Name of parent company, if applicable.

1.7 Has the Practice been employed on similar projects similar e.g. community based projects integrating non-religious spaces within and attached to a church building? If yes please give details.

1.8 How long has the Practice been carrying out the types of work set out in the Brief

1.9 Provide CV's for key personnel, including qualifications, relevant project experience and number of years with the Practice

1.10 Total number of employees.

1.11 Provide details of the Practice professional indemnity insurance.

Cover for each and every claim (aggregated cover is not acceptable) £

1.12 Provide details of Public Liability and any other insurances.

1.13 Provide details of any claims made within the last five years against their professional indemnity insurance.

1.14 State any elements of work that you might want to sub-contract

2.0 PREVIOUS PROJECT REFERENCES

Please provide details of two major relevant projects with referees:

- Project Name:

Location:

Scope of Work:

Value £

Client:

Contact:

Tel:

- Project Name:

Location:

Scope of Work:

Value £

Client:

Contact:

Tel:

Thank you for providing the information requested.

APPENDIX 2

ADDITIONAL INFORMATION

Overview of Existing Audiences and Activities

Background

Wells Cathedral is open 364 days per year and (pre-COVID) normally welcomes over 250,000 visitors annually, of which 230,000 are thought to visit Vicars' Close. As the smallest city in England, Wells has a population of approximately 12,000 and tourism plays a key role in supporting our local economic community. More than any other local heritage sites and visitor attractions, the Cathedral plays a significant role in attracting visitors to the area which in turn brings important investment in the form of associated visitor spend and local employment.

The Cathedral has a wide range of objectives in pursuit of its mission. One of its main themes is serving people and communities and includes ensuring that the Cathedral is:

- a place where community is fostered
- a sacred place where all who come are welcomed and valued
- a focal point for the life of Wells and Somerset
- a place of unity for the Diocese of Bath and Wells.

Daily music and worship have been delivered within the Cathedral for over 800 years and over the course of each year 100,000 people normally attend services here. Music is led by our world-renowned Cathedral Choir, making Wells Cathedral a centre of musical excellence.

Other regular activities include maintenance of the Cathedral building and its precincts; operating a café and a shop; educational activities for schools and adults; and hosting concerts and other special events.

Tourism visitors are an essential part of life at Wells Cathedral and the local community. Wells Cathedral remains committed to improving the visitor offering and experience. As part of Wells Heritage Partnership, we are already working with the neighbouring Bishop's Palace and other key local tourism partners to design and deliver joint initiatives which offer a single visitor experience for those coming to the medieval quarter of Wells, which is one of the best preserved in the country. ¹

Existing Audiences

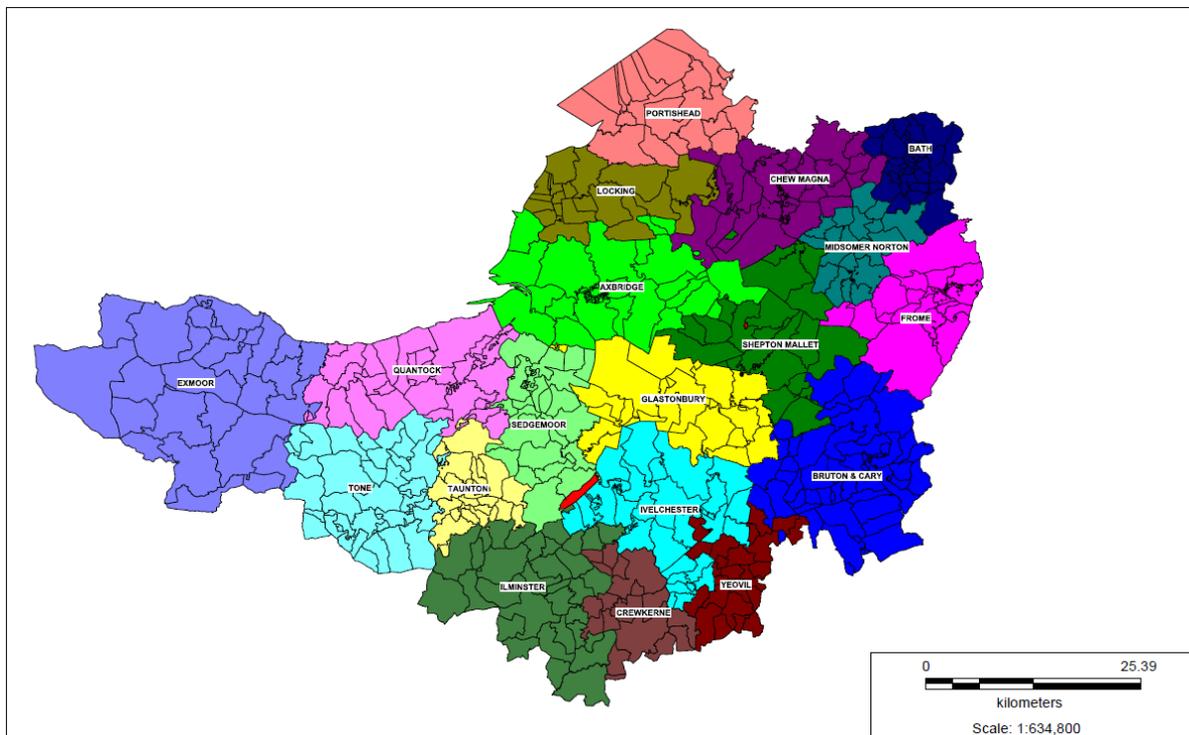
We have substantial physical and cultural assets that enable us to deliver to a diverse range of audiences. We have a unique musical and architectural inheritance that must be conserved, sustained, enhanced and reinterpreted for this and future generations. The Cathedral's community is made up of a complex and wide range of people and supporters including but not limited to our:

- Congregations (100,000)
- Visitors (290,000)
- Staff and volunteers (60 staff, 38 FTE and between 390 and 400 volunteers)
- Local community including neighbours, retailers and the hospitality industry
- The Diocese – 19 deaneries with 477 parishes and 569 churches
- Local schools, as well as good links to 183 Church of England schools in the diocese (approximately 5,000 education visits pa, 65% are KS2. Schools are currently offered a guided tour and/or a craft based activity linked to the building, with self-guided trails around the Cathedral. In 'ordinary times' there is an annual sixth form conference and teacher CPD opportunities.)
- Tourism partners – including the Bishop's Palace, Wells Museum and Visit Somerset.

Indeed our mission states that we will be 'a focal point for the life of our city, community and country'. However, a range of barriers currently exist to allow many of those stakeholder groups to

¹ The Wells Heritage Pass (£40 for an individual) gives unlimited access for one year to Wells Cathedral, The Bishop's Palace and the Wells & Mendip Museum, plus a 10% discount in the shop.

experience and understand the architectural importance of Vicars' Close, the connections it has to the Cathedral, the richness of our extensive archive, or our unique musical heritage and choral traditions.



The diocese of Bath and Wells covers a large and varied area from rural areas such as Exmoor, the Quantocks, the Levels and the Mendips; coastal towns such as Minehead and Weston super Mare; large towns or cities such as Bath and Taunton; to myriad towns and villages, some expanding rapidly such as Portishead, and some in economic decline (Highbridge). With the M4, M5 and A303 running across the area many holidaymakers drive through on their way to Wales or Devon and Cornwall but don't stop, despite huge potential for tourism for varied audience segments.

Current Activities

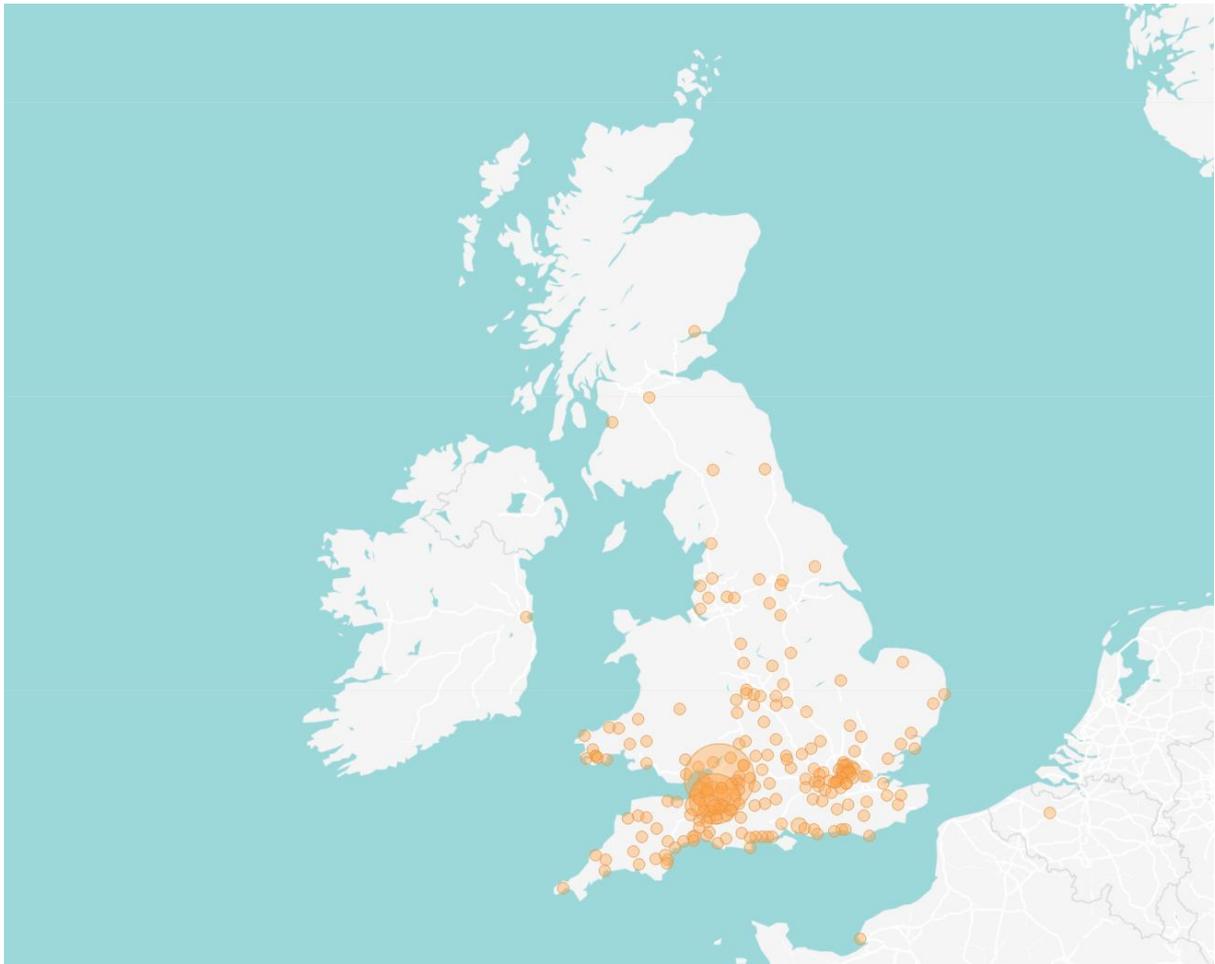
Each year we organise a diverse and extensive programme of activities and events throughout the cathedral including talks and lectures, educational events and tours (High Parts tours, Chained Library tours, and an Outside tour) led by volunteers. Although disrupted and reduced because of COVID, events in the last year have included:

- The Museum of the Moon: a touring artwork by Luke Jerram. At an approximate scale of 1:500,000, each centimetre of the internally lit spherical sculpture represents 5km of the moon's surface. The installation is a fusion of lunar imagery, moonlight and surround sound composition created by BAFTA and Ivor Novello award winning composer Dan Jones.
- Concerts from the London Handel Players, Fairport Convention and to regular lunchtime recitals and organ concerts
- A venue for Wells Theatre Festival, hosting A Midsummer Night's Dream
- Patricia Routledge and Piers Lane in 'Admission: One Shilling'
- Heritage Open Day

In pre-COVID times, events at the Cathedral attract over 2,000 people, mainly from a 50 mile+ radius (see map on the next page).

We have 30 volunteers helping with events and two part time members of staff.

Any new activities are expected to complement and enhance the existing programme in terms of number of volunteers, audiences segments, attendees and events.



Map showing where our 2019 event attendees lived



A new schools programme will build on our existing learning resources and activities.

Proposed Audiences and Activities:

Consultees' Thoughts and the Difference this Project Will Make

In our Round One NLHF application, we proposed that our 'new' audiences for Vicars' Close are:

- Schools
- Young people
- Disadvantaged, isolated or vulnerable people
- Elderly people
- Families
- Heritage visitors/tourists

We consulted with individuals, community groups and service providers to test their enthusiasm for the project, start to understand barriers to engagement and outline activities and participation.

Consultees contacted include:

- Local primary and secondary schools, the diocesan education board;
- Connect youth group, YMCA youth group, 2BU, scouting movement, Skate Park, Strode College, University of Exeter;
- WEA, Mendip Health Connections, Project Factory; YMCA adults services, Wells Community Network, Society of Disable Artists;
- Age UK, Crandon Springs care home, Dementia Action Alliance;
- Somerset Guild of Crafts, Wells Theatre Festival, Sustainable Wells
- Bishop's Palace, Wells Museum, Wells Walking Tours.

Our intention is for every activity to have a named partner to provide capacity, expertise, local knowledge and contacts, and trust with user groups.

Feedback

Schools:

'This seems like a very interesting project. Whatever the outcome I do strongly believe that the Cathedral, Museum and Palace need to work together as part of any developments. When we visited in 2014 and 2018 the day was enhanced by the ability to visit the WWI trench in the Museum and I think more ideas like this or the Museum of the Moon would help you attract school visits.' Primary School teacher

'Because of COVID and no trips for almost 2 years, getting children and young people out and visiting places is so valuable. A real barrier is the cost for schools with high proportion of pupil premium children'. Bishop Sutton Primary School - Year 1 class teacher

'Meeting craftspeople would be really good for children, depending on what their focus is. It would be nice to them link to an activity the children to do or skill to practise.' Bishop Sutton Primary School - Year 1 class teacher

'We'd probably come one trip per year per class of around 30 children.' Bishop Sutton Primary School - Year 1 class teacher

'COVID has had a real impact on their social development, friendship, confidence and resilience when trying new things and independence, aside from academic implications of missing curricula subjects in 2020 and early 2021.' St Paul's CofE VC Junior School, Shepton Mallet. Year 6 Team Lead/ Year 5/6 Science Lead/ PSHE Lead and Senior Mental Health Lead

'Cross-curricular projects are best as it allows the children to see the links.' St Paul's CofE VC Junior School, Shepton Mallet. Year 6 Team Lead/ Year 5/6 Science Lead/ PSHE Lead and Senior Mental Health Lead

'Seeing behind the scenes would provide excellent opportunities for children to meet with 'real-life; role models – people actually doing the jobs and demonstrating the skills. It could also inspire children for future career paths.' St Paul's CofE VC Junior School, Shepton Mallet. Year 6 Team Lead/ Year 5/6 Science Lead/ PSHE Lead and Senior Mental Health Lead

'Workshops to learn about music through the ages from medieval plain chant and folk songs to pop music would be a fantastic learning experience for the children. Our music subject lead and history subject lead would be very excited to hear about this.' St Paul's CofE VC Junior School, Shepton Mallet. Year 6 Team Lead/ Year 5/6 Science Lead/ PSHE Lead and Senior Mental Health Lead

'If the type of lesson/skills/experience fitted to the particular year group's topics, then visits could be more than once a year. We currently bring the Year 6s to Wells Cathedral every Autumn term but there is lots of scope for other year groups to visit, to experience the ideas mentioned.' St Paul's CofE VC Junior School, Shepton Mallet. Year 6 Team Lead/ Year 5/6 Science Lead/ PSHE Lead and Senior Mental Health Lead

'As science lead for Y5/6, I know my colleague who is lead for Y3/4, plus our Geography/Eco lead, history lead, and our school lead for our grounds, would all be very enthusiastic about the citizen science project opportunity for the children. In March 2021, as part of our Eco-Science week at St Paul's, we had an online visitor – a conservationist from Bath Spa University, talking to the whole school about the vital importance of pollinators and pollination for the planet. This all sounds very exciting and would provide excellent learning, activities and fantastic memories for the children at St Paul's CofE VC Junior School.' St Paul's CofE VC Junior School, Shepton Mallet. Year 6 Team Lead/ Year 5/6 Science Lead/ PSHE Lead and Senior Mental Health Lead

'Social skills have dipped following COVID - not having spent time with people outside of their own home. Needing to relearn how to interact with different generations, how to behave in different spaces and how to take in the world around them in a meaningful way.' Horsington Church School, Class Teacher

'Being a rural school, 40 mins away, we have to hire a coach. We could only afford the coach within certain parts of the school day to fit in with their other commitments and this means our time will be reduced.' Horsington Church School, Class Teacher

'Cross curricular is great. It hits RE areas- understanding special buildings and creating representations for worship. Some talk of history, and of course art.' Horsington Church School, Class Teacher

'The idea of meeting stonemasons etc - absolutely. Need a good terms warning for these types of things so we can work the curriculum around the visits.' Horsington Church School, Class Teacher

'We have only 90 children in the school ranging from reception to year 6. We would want to offer children the opportunity to visit a variety of places over the year so it may be that other classes would be keen visit.' Horsington Church School, Class Teacher

'We're in regular contact with all the C of E schools and will certainly promote educational programmes at the Vicars' Close – there's great potential for behind the scenes visits, music, RE, history, art, design, photography, English, mathematics, drama... We'll help you reach the Magnificat schools – those in disadvantaged areas such as Weston, Bridgwater and Taunton. And we can help get feedback on your ideas at different stages of planning.' Diocese

'We'd be really happy to facilitate something like Singing for the Brain as well as curriculum-based workshops in local primary schools or special schools: it's good for our pupils to take part in outreach projects, and helps young musicians develop their teaching skills. When we've done it before it's worked really well when a good bond builds up. We could put together a workshop looking at music from the Renaissance to modern pop music so people learn about music over time.' Rebecca Roberts, Wells Cathedral School

'When schools visit Wells it makes sense for them to visit more than one site when they're here and get a better experience.' Sue Isherwood, Wells Museum

Young People:

'It's a great subject for a documentary, shot by different students over four years.' (Strode College)

'Working with Vicars' Close could be integrated into the main course work or it could be for really keen students to think of extra opportunities to do something for their portfolios – we've got time to plan it well.' (Strode College)

'We could do something really sensitive around LGBT+ history in the area, Wells, the cathedral and Vicars' Close – looking to the past and helping people in the present. We could do a different themed project every February to tie in with National LGBT+ history month.' 2BU

'It would be good to start small in the first year – maybe an intergenerational coffee morning in a care home – Crandon Springs in Wells has already approached us to do an activity with young people and their residents - maybe looking at different attitudes over time.' 2BU

'Young people celebrating their identity in the context and environment of the cathedral would be wonderful – sending the message that it's a safe space.' 2BU

'Coffee and cake always help.' 2BU

'People are curious – they always want to have a good nose around inside Vicars' Close, although exactly what the activity is will have to be chosen by the young people nearer the time – they come and go and are a bit transient.' YMCA youth group

'We have a youth group and a young carers group, and we have contacts across the wider Mendip area so can reach other groups easily.' YMCA youth group

'A photography project upskilling their basic smart phone use to the next level would be great – they're taking short videos all day. Something comparing the alms houses in Shepton Mallett and the buildings in Vicars' Close could be interesting.' YMCA youth group

'Free food definitely goes down well – a medieval bake-off in Vicars' Hall would be amazing!' YMCA youth group

'Any activity for young people has to be relevant and something they'd enjoy there and then in the moment – something they can have a go at and get on with it, nothing drawn out. They'll want something from you before they give back and you'll need to be realistic about can be delivered.' YMCA youth group

'Work experience opportunities in the archive, behind the scenes or in filming would be great.' YMCA youth group

'We try and help build skills for life – we're a lot more than just knots! – so we can see great potential for this project to help with a range of badges such as their chef's badge, planning and cooking a balanced medieval or Tudor meal would be brilliant. There's also work we do around community impact where they have to take part in an activity and help plan an event over months. There's a creative arts badge where they have to writing, model making, photography etc, so photography workshops would be great. There's a gardening badge and they learn conservation techniques – so linking to the citizen science project would work too, they have to do an environmental project for their Queen's Scout Award.' Scouts

'We've got to get Wells more geared up for young people – there's nothing for them to do.' Scouts

'After COVID the social side of things is needed more than ever – the older ones are online all day and want to do something real.' Scouts

'It's easy to tweak our badges – there's potential for something around wellbeing, values, reflection etc.' Scouts

'Behind the scenes tours could be really useful for setting someone off on a different career path, careers that are less obvious – it might really inspire people along the way.' Scouts

'When planning the new skate park it would be great to incorporate something of Wells into the design – there's a good example in St Ives which means it's not just a generic skate park - we'd like something specific to Wells that reflects its history.' Skate Park Group

'It's a really good mix of ages and boys and girls – the Olympics helped massively.' Skate Park Group

'We really want to work in a joined up way to get Wells more community minded.' Skate Park Group

Disadvantaged, vulnerable and isolated adults:

'We do a lot in Wells around healthy lifestyles, including social and emotional wellbeing – so something along those lines that integrates care into the community and has an holistic approach would work well.' Mendip Health Connections

'We have good access to GPs, social media, newsletters, professional networks and community groups so could easily signpost people to all your different activities and support individuals to attending if they wouldn't normally go to that kind of venue or activity. WE can go along with someone to a session if someone is anxious. There'll be a lot of people who wouldn't normally access these kinds of opportunities and we need to make clear pathways for people who are marginalised.' Mendip Health Connections

'We have good links with MIND in Somerset – they'd be interested in a gardening or other outdoor project.' Mendip Health Connections

'An art therapy project that connects history and wellbeing would be great – different sessions could look at different styles and techniques to capture life on Vicars' Close – healing through art in non-verbal approaches is very powerful. And linking with Society for Disabled Artists would work well too.' Mendip Health Connections

'There's a broad range of people who wouldn't normally visit places like Vicars' Close – some for financial reasons as it's very rare you can go somewhere and not part with money: just that thought would put some people off – it has to be a free or low cost activity. A self-sustaining activity where people could give a donation would work best and ensure there's a legacy post-project: tea and coffee really helps.' Mendip Health Connections

'We work with issues around homelessness and people aged over 25 who need help and support to live independently. We have an 8 bed house in Wells and a 9 bed house in Shepton. Volunteering opportunities would definitely be something we'd be interested in, as well as activities around wellbeing - that would be brilliant. There's scope for activities behind the scenes too. I think you'd have at least 1-2 people pa' YMCA Adult Services

'What sounds exciting is that it's local and very close to us – there are no transport issues. It would be great to have a long term relationship with you. Because of the heritage we'd love to get involved in lots of aspects.' YMCA Adult Services

'There's a huge gap in Wells in terms of higher education now that Somerset Skills for Learning are leaving – people have to travel to Taunton, Street or Frome by bus - something really needs to happen to get young people to stay.' Project Factory

Elderly residents:

'Activities really break down stigmas, barriers and anxiety.' Dementia Action Alliance

'The solitude and calmness of the gardens for carers and those living with dementia, with somewhere to sit would be wonderful.' Dementia Action Alliance

'We need to have an activity for carers that's in Wells so they can get here and back home quickly as there's an issue with leaving people and getting adequate cover for more than 2-3 hours.'
Dementia Action Alliance

'Often carers don't see themselves as that, and they're reluctant to attend carers' events – so there are people out there we could help in different ways – it would be really good to do a focus group with them at the next stage.' Dementia Action Alliance

'An intergenerational session with young people based on photos of Wells and photography would be really interesting – the conversation would go in so many different directions.' Dementia Action Alliance

'Our new dementia programmes do a lot around cognitive stimulation so there's great scope to work with you on topics such as childhood, music, school days, art, word association, food, money, maths etc all in a heritage setting.' AgeUK

'There are about 6000 people in Somerset living with dementia - 1 in 14 people over 65.' Age UK

'We can incorporate activities with you into our existing programme – we'll have ten groups by 2023 and it would work well if you could come to each group to go through songs and then we all come to you and sing in the cathedral, ideally with carers too. People will be inspired by the buildings, and maybe an art project if it's a half day visit, perhaps linked with Bishop's Palace.' Age UK

'We could also talk about our 'aging well' project, encouraging people to stay strong and stay steady. There are lots of issues in Somerset around older people, digital poverty, digital knowledge and rural isolation – so lots of scope for involvement.' Age UK

Families:

'We'd want to work with a writer to take ideas from the archive and then we'd get involved in the performance.' Wells Theatre Festival

'A contemporary interpretation of a mystery play based on stories and people from the archive, made to appeal to families and children could work really well – it could be a promenade performance stopping at different places – a real community event.' Richard Crowe, On the Wall

'Our ethos and purpose is to promote excellence in crafts - we'd love to put on free workshops and demos to showcase traditional crafts at Vicars' Close – it would bring real kudos to our members.'
Tanith Tothill, Somerset Guild of Crafts

'I'm really enthusiastic about having one workshop a month during the project – it would really get word out about the Guild and help us too. We have about 90 members whose crafts range from stone masonry, linocuts, woodcarving, textiles, basket making, furniture making, stained glass etc – it would be great to have people doing something hands-on.' Tanith Tothill, Somerset Guild of Crafts

'I'm so excited about your Citizen Science Project and we'll be totally 100% behind it, promoting it to our 500 strong mailing list, holding a talk about it and helping with volunteers as it's in line with our annual Bioblitz project.' Mathilda Janicot Bale, Sustainable Wells

'Opportunities for our volunteers to get involved with your garden project would be fantastic.'
Mathilda Janicot Bale, Sustainable Wells

'I'm sure we can find volunteers to help with Climate Conversations, and maybe upcycling workshops for communities too.' Mathilda Janicot Bale, Sustainable Wells

Heritage Visitors/Tourists:

'People really love Vicars' Close and would love to go in. Any opportunity to enrich the visitor experience would be amazing – it would be great to hear their reaction when they walk in. People really want to know more about it and who lives there now, as well as in the past.' Wells Walking Tours

'A new offer at Vicars' Close with activities for disadvantaged audiences and schools could really complement what we're doing – we'd be very happy to work with you.' Bishop's Palace

'With the reopening of the TIC after COVID they're getting over 400 people a day who might be open for a combined day ticket.' Bishop's Palace

'There's a lot of fruit to be borne by working in partnership for a joint vision for Wells Heritage Partnership - there are some good creative thinkers here if we all worked together and not in silos.' Project Factory

'Working together would really add value to both projects – as we're starting our smaller NLHF project now, we'd be finishing just as you're starting your delivery phase, so the projects can really build on each other, particularly around education, volunteering and activities.' Sue Isherwood, Wells Museum

'It would be daft not to share and learn from each other what's working well. We should work together to look at and benefit from each other's archives – our offers need to complement each other.' Sue Isherwood, Wells Museum

Summary of Planned Activities Arising from Consultation

Audience	Activity	Lead Partner and summary of expenses	Delivery Phase Cost
Schools	<ul style="list-style-type: none"> • Primary Schools: <ul style="list-style-type: none"> ○ Visits through the 4-year conservation programme to meet craftspeople, with follow up hands-on sessions at school from Somerset Guild of Crafts in woodworking, stone carving etc; ○ Backfilling of teachers to create cross-curricular resources; ○ Working with Diocesan education staff to reach schools across the diocese; ○ Citizen science pollinator project; 	<p>Coxley Primary School 2 visits by local schools per term for 4 years = 24 visits</p> <p>£150-£200 per day to plan KS1, LKS2 and UKS2, 15-20 days, material</p> <p>David Goulson (advisor) with Sustainable Wells (Bioblitz project)</p> <p>Website pages, app, teachers' and participants' pack, publicity materials, seeds and plants</p>	<p>£1000 for PPE etc £5000 for follow-up sessions</p> <p>£5000 (liaison time)</p> <p>£15,000</p> <p>£18,000</p>

Audience	Activity	Lead Partner and summary of expenses	Delivery Phase Cost
	<ul style="list-style-type: none"> ○ Transport grants for schools in disadvantaged areas; ○ Young musicians from Wells Cathedral School visit 8 local primary schools for music workshops, leading to a concert in the cathedral + free tickets to Cathedral School concerts – workshops to cover history of choral music from Renaissance to pop music; ○ All-day visits planned, linking to other heritage sites in Wells if appropriate; ● Secondary Schools: <ul style="list-style-type: none"> ○ Volunteering opportunities for students undertaking D of E awards; ○ Students are set a real challenge, connected to Vicars' Close, meet staff to learn about events, marketing, business plans, IT in work, interpretation, archive etc and make presentation to panel of cathedral staff, carry out proposal; ○ Students from Wells Cathedral School visit primary schools (as above) in order to build up teaching experience, receive training, and take part in community outreach; ○ Curriculum based activities (art, design, history, geology, maths, English etc); ○ Work experience opportunities; 	<p>Grants pa for four years</p> <p>Wells Cathedral School</p> <p>Bishop's Place, Wells Museum</p> <p>Blue School</p> <p>Blue School Annual activity with £1000 pa for successful activity</p> <p>Wells Cathedral School</p> <p>Blue School, backfilling of teachers</p> <p>Blue School Clothing and other PPE equipment</p> <p>TOTAL FOR SCHOOLS:</p>	<p>No cost</p> <p>No cost</p> <p>£4000</p> <p>No cost</p> <p>£3000</p> <p>£1000</p> <p>£52,000</p>

Audience	Activity	Lead Partner and summary of expenses	Delivery Phase Cost
Young people	<ul style="list-style-type: none"> Youth groups (including Shepton Mallet and young carers) visit behind the scenes to explore different career options, medieval bake-off etc; 	YMCA Youth workers' time, transport, refreshments and workshops Four visits pa	£8000
	<ul style="list-style-type: none"> 2BU (LGBT+) youth group: annual activities around LGBT+ themed history month, linking with LGBT+ groups in local schools, colleges, and care homes, as well as intergenerational community cafés acknowledging LGBT+ history and stories across the community and the church. Depending on history theme, may lead to display and artwork, or crafts or wellbeing activities. Monitoring change in attitudes over 4 years; 	2BU Youth workers' time, transport, refreshments, workshops and materials One in depth project pa	£8000
	<ul style="list-style-type: none"> Wells Skate Park Group will work with us make their park unique to Wells by reflecting local history and architecture; 	Skate Park Group Refreshments, art and photography workshops	£2000
	<ul style="list-style-type: none"> Students create podcasts and a 4 year documentary of the conservation project, photography students undertake assignments such as Faces of the Close, A Day in the Life of Vicars' Choral etc, + photography competition soundscape; 	Strode College Creative Media Department Transport, refreshments, display materials	£8000
	<ul style="list-style-type: none"> Archive students help catalogue archive and feed into interpretation and learning resources; 	University of Exeter Travel, refreshments, archive storage and recording	£8000
	<ul style="list-style-type: none"> Young people from across the scouting movement use contact with Vicars' Close to gain experience towards badges and community understanding 	Refreshments, PPE, art materials	£2000
		TOTAL FOR YOUNG PEOPLE	£36,000

Audience	Activity	Lead Partner and summary of expenses	Delivery Phase Cost
Disadvantaged, vulnerable and isolated adults	<ul style="list-style-type: none"> • Volunteering opportunities for homeless people in YMCA accommodation; • Wellbeing activities connected to music, (heritage based) craft therapy and gardening; • Courses for adults needing confidence building, employability skills, combatting digital poverty and social isolation; • Society of Disabled Artists visit to record the project, leading to exhibition. 	<p>YMCA adults services Two placements pa PPE, refreshments etc</p> <p>Mendips Health Connections and Wells Community Network Tutors' fees, materials, refreshments</p> <p>WEA, with some ESFA money Tutors, materials and refreshments</p> <p>Refreshments, display costs</p> <p>TOTAL FOR DISADVANTAGED PEOPLE</p>	<p>£1000</p> <p>£22,000</p> <p>£10,000</p> <p>£2000</p> <p>£35,000</p>
Elderly residents	<ul style="list-style-type: none"> • Weekly Singing for the Brain • Vicars' Choral work with 10 AgeUK groups annually from across the diocese, with trips to Wells, concerts in cathedral and dementia friendly evensong; • Three activities, each held monthly: <ul style="list-style-type: none"> ○ Music ○ Wellbeing ○ Time for Carers • Intergenerational conversations and activities with youth groups; 	<p>Wells Cathedral School</p> <p>AGEUK</p> <p>Vicars' Choral fees @£50ph, travel expenses, transport, Bishop's Palace costs, refreshments</p> <p>Dementia Action Alliance</p> <p>Care homes</p> <p>TOTAL FOR ELDERLY RESIDENTS</p>	<p>No cost</p> <p>£28,000</p> <p>£12,000</p> <p>£2,500</p> <p>£42,500</p>

Audience	Activity	Lead Partner and summary of expenses	Delivery Phase Cost
<p>Families NB these activities will also be accessible and appropriate to other audiences</p>	<ul style="list-style-type: none"> • Monthly traditional craft activities (basket making, printmaking, calligraphy, mosaics, ceramics, sculpture, textiles, furniture, glass and woodworking); • Photography workshops, competition and multi-sensory exhibition open to all local residents (+ targeted groups); • Horrible History style medieval mystery play based on stories from the archive; • Citizen science pollinator project – visitors given packets of ‘medieval’ seeds and asked to feedback on which pollinators visit; • Climate change conversations and activities; • Cathedral Roadshow to 10 towns with craftspeople, musicians, archivists, hands-on activities and workshops; • Opportunities for one off, short term, long term or family volunteering; 	<p>Somerset Guild of Crafts – time given for free for most sessions</p> <p>Tutors’ fees, exhibition costs, refreshments</p> <p>Wells Theatre Festival, three annual events</p> <p>As above</p> <p>Sustainable Wells</p> <p>Vicars’ Choral and other professional fees, materials, transport, displays</p> <p>Expenses, PPE and materials, refreshments</p> <p>TOTAL FOR FAMILY ACTIVITIES</p>	<p>£5000</p> <p>£10,000</p> <p>£7000</p> <p>As above</p> <p>£1500</p> <p>£34,000</p> <p>See below</p> <p>£57,500</p>
<p>Heritage visitors/tourists</p>	<ul style="list-style-type: none"> • WEA courses (in person + online) on a wide range of heritage topics; • A new attraction with multi-layered interpretation; • Liaison with Visit Somerset and Wells Heritage Partnership to ensure that our offer has wide appeal and inclusivity. 	<p>Tutor fees, with some income</p> <p>TOTAL</p>	<p>£5000</p> <p>Costs included elsewhere</p> <p>£5000</p>

Audience	Activity	Lead Partner and summary of expenses	Delivery Phase Cost
Activities £148,000 Equipment and Materials £80,000		TOTAL for all activities	£228,000
New staff	Community Engagement Manager Project Manager Carpentry Apprentice Stone Masonry Apprentice General Conservation Skills Apprentice		£105,000 £180,000 £42,000 £42,000 £42,000
Publicity			£20,000
Evaluation			£24,000
Staff training			£7000
Volunteer training			£4000
Volunteer expenses including travel, refreshments, DBS checks			£4000
Staff expenses			£8000

Provisional Development Phase Timetable

Development Phase Detailed Timetable UPDATED March 2022																
Task	2022					2023					2024					
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Development Phase approval																
Confirm permission to start and first grant payment																
Recruit Project Manager																
Tender Architect (to include Conservation Management Plan), Structural Engineer, QS, Geotechnical Surveyor																
Appoint Architect, Structural Engineer, QS, Geotechnical Surveyor																
Recruit Ecology, Environmental Impact, Archaeologist, M&E, Drainage and Asbestos Consultants																
Tender Interpretation Designer, Content Researcher and Activity Plan & Evaluation Consultant																
Appoint Interpretation Designer, Content Researcher and Activity Plan & Evaluation Consultant																
Appoint Heritage and Activities advisory panels																
Fundraising: High Net Worth Individuals																
Fundraising: Trusts and Foundations																
Fundraising: Public Appeal																
Undertake business planning																
VAT advice																
Apprentice recruitment planned																
Confirmation of delivery costs																
Development Phase End Public Consultation																
Mid-Term Review																
Business Plan Development including updates following Mid-Term Review																
Complete Delivery Phase documentation and application form																
NLHF Delivery Phase Application Submission																
Evaluation of Development Phase																
Development Phase final report																
Public consultation on activities and interpretation																
Activity Plan Development and trial sessions																
Activity Plan written and groups recruited																
Activity Plan Update Following Mid-Term Review																
Interpretation Content Research: Recruit research volunteers																
Interpretation Content Research: Scoping study of themes and content																
Interpretation Content Research: Development of themes and content in conjunction with Interpretation Designer																
Interpretation Content Research: Update research with public consultation and Interpretation Design feedback																
Garden Design																
Develop Interpretation Plan based on Content Research and public consultation (RIBA I-IV)																
Development of Conservation Management Plan																
Measured Survey of Vicars' Close properties																
Asbestos & Drainage review of Vicars' Close properties																
Ecology review																
Environmental Impact Assessment																
Archaeological Impact Assessment																
Architectural/structural/QS work planning, costing and schedule of work for properties RIBA I-IV																
M&E																
Planning Pre-App																
Planning Applications Submitted																
Planning Application Decision Received																