



LICHFIELD
CATHEDRAL

Lichfield Cathedral
Evaluation
September 2019



1. Background

The mission of Lichfield Cathedral is to live and proclaim the transforming love of God. Through the fullness of its life in the Spirit, it seeks to be a sign of friendship and freedom that God in Jesus Christ has given the whole world to enjoy.

We believe that as a Cathedral we have a unique and vital role to play in the lives of the people who encounter us. Our origins as a place of pilgrimage are at the very heart of this work. For many centuries Lichfield Cathedral was a major destination for pilgrims coming to pray at the shrine of St Chad. Today's pilgrims may not undertake such arduous physical journeys, they may know nothing about our history, about Christianity or even what pilgrimage means – whatever their personal journey, anyone seeking spiritual enrichment, anyone searching for hope, healing, holiness or hospitality is welcome here.

Our building is mediaeval, but the Cathedral is looking to the present and the future: what is the role of the Cathedral in the 21st century? How can we retain the traditional rhythm of our daily life and worship but adapt ourselves to the needs of the community we serve today? How do we engage with people in ways which have meaning and relevance? How do we most effectively look after our buildings and treasures? How can we work towards financial security?

Our Strategic Vision 2014-2023 sets out our need to ensure:

- A Cathedral that is safe, well-lit, well-ordered, flexible but with key liturgical and devotional spaces identified, beautified and enhanced
- A Cathedral that offers a more coherent and compelling story, where exits and entrances are unconfused and there is a greater clarity about the building's principal focus
- A building that can cope with greater visitor demand

In order to deliver that vision, we have already undertaken several significant capital projects over the last few years, including completion of the conservation and reinstallation of the Herkenrode glass (£3.7m), re-wiring and re-lighting of the Cathedral (£1.4m), repairing the roof of the Chapter House (£800K), commissioning three icons for the nave (£125k) and scheduling much-needed improvements and expansion to the Old Stables lavatory provision (£175k).

We are now looking strategically at the major priorities we need to address over the next 5 years, the needs of the people we serve, and how we can make investments in our estate and programmes which will contribute not only to our mission but to our long-term financial sustainability.

What will this campaign achieve?

Lichfield Cathedral stands witness to the extraordinary generosity of donors and benefactors across the last thousand years. The maintenance of this unique heritage asset and our commitment to keeping it open and free to everyone without charge means we have always needed to ask for financial support. With this campaign, our goal is to not only to secure the funds we need to do the specific works outlined here, but also to make a step-change in our long-term financial independence. This is not simply an urgent appeal for essential fabric repair; it is also a strategic plan to create efficient, cost-effective and revenue-generating spaces and activities to support our mission in the long-term.

Through this campaign we will:

- Open our doors more widely: our core value of hospitality means more than just a friendly ‘hello’. It means physically improving access to the Cathedral; providing comfortable seating and adequate internal lavatory and café facilities for increasing visitor numbers; helping people find their way around with confidence; actively encouraging new visitors; serving the needs of the community on our doorstep; and creating an atmosphere of warmth and welcome.
- Allow the Cathedral to ‘breathe’: to let this glorious mediaeval building do the awe-inspiring job its original architects intended, we must find ways to remove the strain it is under by its current heavy use also as a commercial venue, exhibition space and learning centre.
- Tell our story better: emphasising the central importance of St Chad in our history; making use of new research to help visitors better interpret and understand the Cathedral; finding new and better ways to make our treasures and Library collection available to the public; and re-establishing the Cathedral as a centre of pilgrimage with St Chad’s shrine at its heart.
- Inspire prayer, thought and dialogue: our Cathedral will be a place where everyone can encounter the spiritual, a modern day offer for modern day pilgrims, a place of adventures in faith and intellectual resource, and a place where people of all faiths and none can come together to explore the questions of our age.
- Safeguard our heritage: our famous three spires and the roof of St Chad’s Head Chapel need urgent repair and conservation, our treasures need environmentally safe spaces to be kept and exhibited, and our living choral tradition can only flourish if we engage with more children and inspire the choristers of the future.
- Secure our future: we must move the Cathedral’s financial position from precariously balanced year by year to a sound financial foundation for the long term; we need to ensure an energy-efficient and environmentally sustainable Cathedral and Close; and we have an important role to play in the economic and community life of our city, working with partners to deliver the services our community needs.

We will achieve this by:

- creating new, purpose-built spaces for learning, exhibitions and music outreach;

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- resolving physical access issues to the main visitor entrances and exits;
- improving visitors' experience with better seating, catering, retail and lavatory facilities;
- introducing new signage and interpretation, helping visitors navigate coherent routes of discovery around the Cathedral and the Close more widely;
- commissioning a new shrine to St Chad (inside) and a new statue of St Chad (outside);
- undertaking urgent fabric repair to the spires, buttresses and roof.

The Resilient Heritage Grant has been awarded based on achieving the following:

- A mid-term review of the Cathedral's Strategic Vision 2014-2023;
- a skills audit of the Executive; establishing clear organisational, executive and project governance structures with roles and responsibilities;
- self-evaluation framework;
- developing our case for support and converting it into discrete elements with robust business plans;
- preparing a collections heritage statement outlining the Cathedral's collection and how this might be better exploited in a new space to encourage growth;
- feasibility study, space planning and options appraisal;
- producing an environmental sustainability policy;
- developing a project programme, cost outline and funding strategy.

We will need to commission external consultants to support us as we increase our skills in this area, as well as investing in board and executive time for site visits for best practice, staff development specifically around curating the collection, and implementing new initiatives including developing an environmental sustainability strategy.

Outputs and outcomes

Through the support of the National Lottery Heritage Grant: Resilient Heritage grant, the Cathedral is looking to appoint an Evaluation consultant who can evaluate the project assessing whether the objects have been met, as well as how effective, efficient and sustainable the project has/will be.

The preferred consultant will need to demonstrate experience of evaluating National Lottery Heritage Fund (previously Heritage Lottery Fund) Resilient Heritage grant funded projects.

Lichfield Cathedral would like to make an early appointment so that evaluation can be prove what has been achieved, and improve on ongoing activity.

What the consultant will need to deliver:

- An evaluation plan including identifying and collecting appropriate baseline data.

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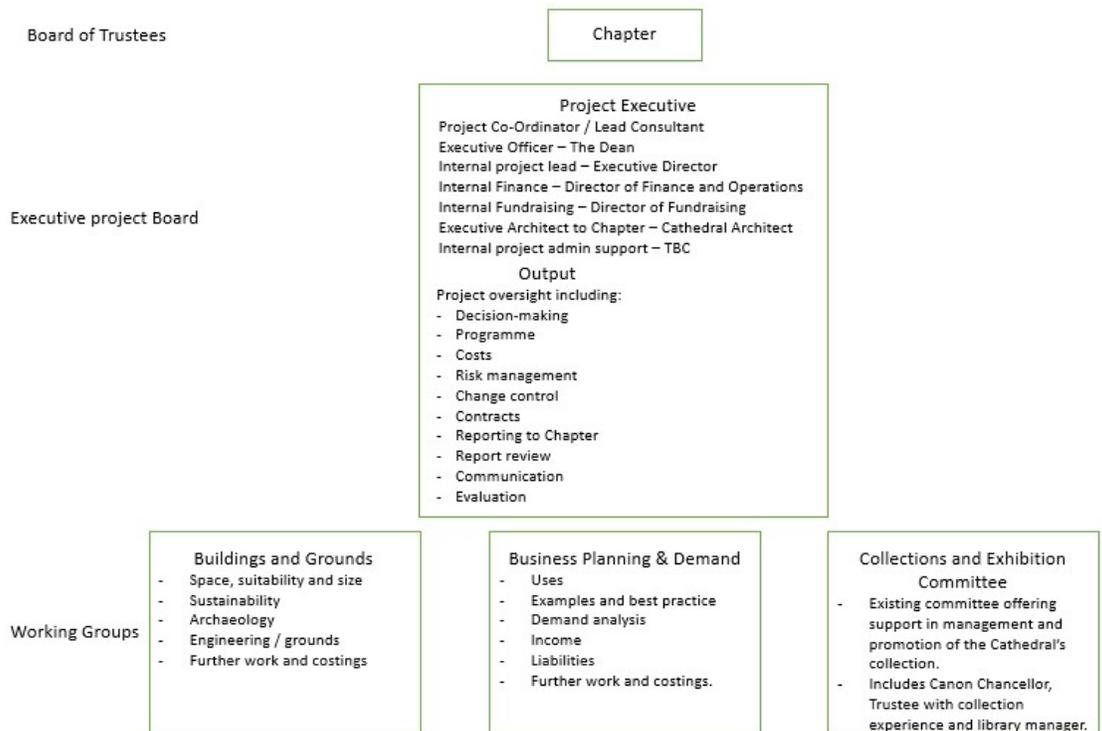
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- Alignment with the 'Logic Model' of evaluation.
- Clear research methodology including data gathering and analysis
- A series of reports to be presents to the project executive. The tender should make it clear where in the process they wish to build in appropriate milestones.
- The consultant must produce an end of project evaluation of the Resilient Heritage grant. This must be signed off by the National Lottery Heritage Fund grant officer.
- NLHF guidance notes an organisation will be more resilient:
 - Change in management focus
 - Change in financial outlook, new financial resources
 - Change in resources and expertise
 - More local stakeholder involvement
 - More partnership working
 - New skills

Proposed contract value

Whilst every effort should be made to be as competitive as possible, Lichfield Cathedral has indicated a contract sum of £4,000 (excl. VAT).

Proposed governance structure



It is anticipated the evaluation work will feed directly into the project executive through the project manager.

Responses to tender

The response to the tender will need to include the following information:

- Background to company
- Relevant experience
- The Cathedral will look favourably on applications where companies have a proactive apprentice or volunteer programme, and this should be made clear in the application.
- Proposed costs broken-down into member of staff and/or number of days

Tender review:

Tenders will be reviewed as follows:

- 1) Understanding of the proposal and meeting the needs of the various strands.
- 2) Examples of similar work
- 3) Lowest price

1. Deadlines and programme for works

- A pre-submission discussion can be arranged upon request
- Tender circulated 25.09.19
- Tender returns 16.10.19 (12 noon)
- Contract start date 21.10.19
- Aim to complete 31.10.20

2. Contacts

The main contact for the work:

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