

# **The Judge's Lodging**

## **Audience Research Invitation to Tender**

### **Section 1 – Introduction and Scope of work**

#### **1.1 Background**

The Judge's Lodging exists to interpret and preserve the history of Radnorshire's Late Georgian courthouse and associated Judges' Lodgings Hall and provide visitors with a portrayal of an authentic courthouse and a working Victorian house. The building was designed by Shrewsbury architect Edward Haycock and constructed between 1826-29 to house the Radnorshire Assize Court and Judge's Lodging. Its significance is recognised by its Grade II\* listing, awarded in November 1950. The house retains many of its original furnishings, authentically interpreted in context. It was painstakingly restored (including gas lighting) and opened in 1997 as a wholly authentic 'hands-on' Victorian lodging and court room, interpreting law and order in 19<sup>th</sup> century society through exhibitions, events, and educational visits.

The Judge's Lodging is an Accredited Museum (No 1960). Its restoration, interpretation and education work have won, amongst others, awards from Hudson's Heritage (2014 Best Hidden Gem), Interpret Britain, Good Guide to Britain, Best of British, The Heritage Education Trust, and TripAdvisor (Award of Excellence 2015).

The Judge's Lodging is an outstanding small museum. It attracts some 12,000 visitors a year and plays an essential part in the economic prosperity of Presteigne being the town's principal visitor attraction.

The Judge's Lodging wish to appoint a consultant to carry out a piece of work for up to £15,000 (inclusive of travel and related costs) commencing ... and finishing in .... The work should result in realistic proposals that address the ambitions of the organisation

#### **1.2 Key reasons for audience development**

In 1996, the Presteigne Shire Hall Museum Trust (PSHM Trust) was set up by Powys County Council to administer The Judge's Lodging as a museum, together with a shop and Tourist Information Centre. The PSHM Trust operated primarily as an advisory and supportive body to the Judge's Lodging, working in partnership with Powys County Council. The decision by Powys County Council in 2013 to withdraw support meant that PSHM Trust would assume full responsibility for the operational management of the Judge's Lodging, including employment of all staff. The PSHM Trust responded by initiating a governance review that has resulted in the recruitment of a smaller 'business board' of Trustees (The Judge's Lodging Trust (JLTrust)) to reflect the enhanced role and responsibilities of moving to independent Trust status with effect from April 1 2016.

Prior to this change in status, the average spend from Powys County Council has been in the region of £120k per annum (based on the last three years). Although a three-year funding package has been agreed with PCC it is at a much lower level than the support previously provided, starting at £29k in Year 1 falling to £9k in Year 3. A legacy payment of £50,000 to fund repairs and maintenance work identified in an independent quinquennial survey will be made available following a community asset transfer of the Shire Hall freehold. In addition, the revenue support grant for the Tourist Information Centre also housed within the building has been cut.

The Judge's Lodging will generate c £45,000 in 2016/17 from tickets sales, events and catering and will not be in deficit at the end of the current financial year. However, despite a rise on visitor numbers of 9% (ref survey here) in 2015, paying admissions have been declining in recent years and maintaining current levels of school visits will be challenging in the present climate. The Trust has virtually no reserves to meet any contingency that might occur and is largely dependent on external project funding to maintain cash flow over the winter months.

Projecting the current year levels of income and expenditure over the next four years will result in an annual deficit of over £25,000 by 2019/20. This is clearly unsustainable and there is an urgent need to develop areas of activity that have significant income generating potential. The Judge's Lodging has already developed a modest corporate hire and wedding venue business. It is also used regularly as a filming location, most recently for the new version of Wuthering Heights for TV. It also benefits from occasional group tours. Given the success of other similar venues (eg Galleries of Justice, Nottingham) in attracting support from the judiciary, the JLTrust would like to explore this area in particular.

### **1.3 Scope of works**

We require robust data in respect of:

1. characteristics and expectations of existing audiences
2. characteristics and expectations of potential new audiences
3. revenue generating opportunities
4. the opportunities for audience development through working in partnership with other organisations in Presteigne and the surrounding area

We are seeking to commission an independent and experienced person/people to carry out consultation and to deliver creative and practical recommendations to:

- grow audiences
- identify areas to focus on to grow income
- enable discussions with other organisations in Presteigne and the surrounding area to explore partnership opportunities to grow audiences

The work must include:

- A description of the museum and it's aims
- Evidence of the consultation that has been conducted
- Analysis of current audiences
- Analysis of expectations of potential new audiences
- Assessment of the potential to grow income
- An assessment of the scope for partnership opportunities to grow audiences
- A realistic action plan

### **Consultation**

The following people and organisations need to be involved in preparing the proposals:

- Staff, volunteers and Trustees of the Judge's Lodging
- Staff at Galleries of Justice, Nottingham and other organisations as identified and agreed by the client and consultant

- Staff, volunteers and Trustees (where relevant) of other organisations in the surrounding areas as identified and agreed by the client and consultant eg Presteigne Town Council, Presteigne Arts Festival, The Metropole Hotel, Llandrindod Wells
- Representatives of the Judiciary as identified and agreed by the client and consultant

### **Possible sources of information**

The following documents can be provided to inform the audience research work:

- Shop review 2014
- VAQAS report 2015
- Visitor Experience Audit 2015
- Recent visitor comments
- <http://gov.wales/statistics-and-research/?topic=Tourism&lang=en> : this portal contains a number of reports on tourism in Wales, including the Wales Visitor Attraction Survey 2015

There is a budget of £15,000 available to carry out this work.

## **Section 2 – Tender submission and selection**

### 2.1 Submission of Tender Proposal

1. Tenders must be submitted via e-mail, subject bar 'Judge's Lodging Audience Research Tender ' to Ashley Charlwood, Chair, Board of Trustees at [ashley@mentrau-bach.com](mailto:ashley@mentrau-bach.com) no later than **12 noon on Friday 21st April**
2. Should tenderers wish to visit The Judge's Lodging , please contact Gabrielle Rivers, Development Manager [nfo@judgeslodging.org.uk](mailto:nfo@judgeslodging.org.uk) (01544 260650)
3. Any questions or clarifications should be submitted to Diane Gwilt, Trustee [dianegwilt@btinternet.com](mailto:dianegwilt@btinternet.com)

Please be aware of the following points when preparing your submission:

- Any tender clarifications requests or questions, together with the responses, will be copied to all tenderers
- The Judge's Lodging is unable to reimburse tenderers for any costs or expenses incurred by them in connection with this tender process
- The Judge's Lodging does not undertake to accept the lowest tender, and reserves the right to accept the whole or part of any tender
- The decision of The Judge's Lodging is final
- The Judge's Lodging will not be held responsible for late submissions and reserves the right to disqualify tenders on this basis.

### 2.2 Selection Process

Submissions will be scored on the basis of a quality/price ratio of 70/30. The quality score will be determined by scoring against each of the elements below:

Past experience 20

Methodology and approach 20

Project Team 15

Programme 10

Following a desktop assessment, shortlisted tenderers will be invited to interview. The interview will take the format of a 15 minute presentation followed by Q and A's.

Interviews will be held at The Judge's Lodging on Tuesday 2 May.

### 2.3 Tender quality responses

#### a. Past experience

Please provide a description of three previous commissions that show experience relevant to our requirements. Please include details of the value of the commission, the period over which it was executed and contact details of a named client for each commission.

#### b. Methodology and approach

Please provide a description of the methodology and approach you would use in fulfilling the requirements of the scope of works.

#### c. Project team

Please provide details of the skills and relevant experience of the individuals who would be directly responsible for delivering this commission. Please include details of any specialist knowledge they might have.

If you intend to subcontract any elements, please provide details for them as above.

#### D. Programme

The commission must be completed by 31 **October 2017**. Please provide an outline programme indicating how you will achieve this.