



Phoenix Cinema
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Tender Brief for Project Evaluator

Background

The Phoenix Cinema is one of the oldest cinema's in the UK. The original 1910 building was part of the first wave of national cinema construction and the 1938 refurbishment was a response to the second wave of cinema expansion. Today, The Phoenix is a successful independent cinema showing art-house films. It is run as a charitable trust. The Trustees, together with a team of employees, work to carry out the Trust's aims.

Mission Statement

1. The Phoenix Cinema is an independent cinema which is uniquely operated as a charitable trust on behalf of the people of North London. The Phoenix Cinema Trust is committed to promoting film culture by developing a broad programme of quality films.
2. The Trust is committed to preserving the building as Britain's longest operating purpose-built cinema and to creating opportunities for people to access and engage with our heritage.
3. In addition the Trust seeks to use its resources for the benefit of a wider population by encouraging the greatest possible access to film related activities for our diverse local communities.

Centenary Restoration Project

In 2010, the Trust undertook the 'Centenary Restoration Project': restoring the cinema to its former glory, delivering a range of heritage activities and making the organisation financially sustainable for the future. The Trust raised over £1.1m to deliver this project with 69% of funding coming from the Heritage Lottery Fund. Following the cinema's reopening in September 2010, the cinema has been running the heritage activities to celebrate the cinema's centenary and its role as one of the UK's oldest purpose-built cinemas still in operation, as well as celebrating cinema and film heritage in general. The activities will run until August 2012. For more information about the activities, please see Appendix 1.

Project Aims

In our application to the HLF, the aims of the project were stated as:

1. Restoration and conservation work
2. Participation: Improving opportunities for people to access, engage and be actively involved with The Phoenix's heritage is a priority. Identified audiences for current work are: current users, BME groups, disabled groups and schools (please see Appendix 2 for Baseline Data collected in 2009 before the start of the activities)
3. Active heritage learning and interpretation opportunities
4. Increase income generation opportunities over the long term to support the ongoing sustainability of the Trust and its heritage activities and ensure that The Phoenix is there for the enjoyment of future generations.

Evaluation Objectives

The evaluation objectives are to ascertain whether:

- The activities are successfully engaging target audiences and generally new audiences
- The activities are engaging people with The Phoenix's heritage, and film and cinema heritage in general





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- The activities, where appropriate, are raising people's awareness of and pride in the local area's cinema and film heritage
- The cinema's audience is changing to reflect the new audiences and target audiences becoming regular Phoenix customers over the course of the 3 year project.

Also:

- To discover if stakeholders have reaped any other benefits
- To report on quantitative data and relevant targets.

Methodology

As the heritage activities started in September 2009, evaluation has already begun. So far, this has been a combination of questionnaires, interviews, comment books, graffiti walls and group discussion. The evaluator would be expected to look at the evaluation methods currently in use and work with the Heritage Officer to make any changes where necessary to ensure the evaluator will be able to meet the evaluation objectives in the final report.

In addition, we would like the evaluator to run focus groups with stakeholders, including Heritage Education Committee members, project staff, front of house staff, volunteers, customers and heritage activity participants.

Management Structure

The project is guided by the cinema's Heritage Education Committee composing of trustees, staff and volunteers. The project manager is Paul Homer, Chief Executive of Phoenix Cinema Trust. The heritage activities are managed by Eleanor Sier, Heritage Officer. The evaluator will be managed by the Heritage Officer.

Key Dates

Applications for this post are to be submitted by 16 May 2011. Interviews will be held on 25 May 2011. The initial evaluation planning meeting will be held in June 2011. The heritage activities will finish in August 2012 when the HLF funding finishes. The work is to be completed by end of August 2012.

Personal Specification

We are seeking a person with the following:

- Knowledge and experience of leading summative evaluation focus groups
- Knowledge and experience of evaluation report writing for large projects
- Experience of evaluating a Heritage Lottery Fund project would be desirable.

Fee

The fee for the evaluation is £2400 (not including design and print of the final report). A suggested breakdown is below, however we are open to negotiation:

- 1 day to advise on how to go forward with our evaluation
- 3 days leading focus groups with stakeholders and carrying out interviews
- 3 days writing the final project evaluation report.





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Tender documents

To tender for this role, please provide the following documents:

- Outline of how you would evaluate this project including a breakdown of your time and a methodology
- Breakdown of rates and costs
- CV including 2 references
- Examples of previous evaluation reports you have written.

Submit/Contact

Please submit your tender documents by 5pm, Monday 16 May 2011 to Eleanor Sier, Heritage Officer, Phoenix Cinema, 52 High Road, London N2 9PJ. Email heritage@phoenixcinema.co.uk Tel. 020 3074 1967

Appendix I Activity Plan

	Activity	Audience	Benefits for people	Targets & measures of success	Methods of evaluation	HLF aims
1	Establish Heritage Education committee to advise and monitor the Heritage Officer & the progress of the activity plan.	Academics, community representatives, Trustees & partners, all of whom are volunteers	Ensures all Heritage activities are properly directed & keeps strategic focus of activities. Active committee strengthens and utilises partnerships	To meet monthly. Engage at least six new volunteers with organisation	Review progress of delivering plan at each meeting. Report to bi-monthly Board meeting	Participation
2	Establish volunteer group to help deliver activities	Current users, BME, young people, deaf people. For some roles, people will be recruited who have specific skills or experience such as cameramen, education volunteers or BSL signers	Develop deeper understanding of Phoenix's heritage, develop new skills, have new experiences, meet new people, engage with other members of the community	To recruit 25 – 30 volunteers, some of whom will remain with us for a period longer than 6 months. Collect hours & data on characteristics of volunteers	Exit questionnaire and informal interview	Learning & Participation
3	Collect baseline data	Current cinema audience	Understand how audience profile changes across course of project	Complete 100 surveys	Surveys completed	Participation



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4	Phoenix Story Book: physical and virtual users can share their experience of The Phoenix, either by filming their memories themselves and submitting them to the website or by our volunteer team filming them either at their convenience or at one of our open interview sessions. The resulting work will be available online as well as projected before screenings.	Current and previous cinema audience	Shares personal history of Phoenix with others	Make at least 20 films per year	Number of people offering to share their memories, collate feedback from interviewees, collate comments from online viewers of the interviews, monitor number of uploads of web-users own videoed memories, monitor number of hits on the 3 rd party websites hosting the videoed interviews, survey audience as they leave the cinema after watching the interviews on the big screen	Learning & Participation
5	Phoenix History Book: researched and written by Trustee Gerry Turvey, images researched by Heritage Officer, majority provided for free by Cinema Theatre Association or in-house. Book published by SAGE Publications	Current audience, BME groups, disabled groups, specialist heritage audience, academics, libraries & schools	Deeper understanding of history of Phoenix and its place within North London cinema history. Book sales support Phoenix Cinema Trust	250 copies printed. Success measured by number of books sold	Hold a filmed focus group in the style of a book club for Friends of The Phoenix who have purchased the book, and any other purchasers who we have contact details for	Learning
6	Phoenix History Leaflet, a free short history of The Phoenix written by the Heritage Officer. To consist of 4 sides of A5. The leaflet will also be available online as a PDF	Current audience, BME groups, disabled groups, young people	More accessible in content & price than full history book but still deepens understanding of Phoenix history	8000 copies printed annually. Success based on number of leaflets taken & need to re-print	Do formative evaluation on final draft with young people before printing.	Learning

7	Permanent Internal Exhibition. History of The Phoenix, and wider film history (local, national & world). Including contextualising the rise of cinemas. To consist of a physical timeline tied to a timeline on a touchscreen computer and 4-6 x A1 panels in the public areas of the cinema. Timeline also acts as a mechanism to recognise people who have donated to project. Information on timeline editable so can change over time. Content provided by History Book, other research, cinema's archives, Cinema Museum, Cinema Theatre Association, Projected Picture Trust, individuals, other archives and museums	All users of building	Explains history of Phoenix Cinema and wider film history. Appeals to 3 learning types (visual, auditory & kinaesthetic) with exhibition panels including text & images, and touchscreen with text, images, film and sound. Touchscreen also allows layers of information so people can engage as deeply as they want to	Positive user feedback. Measure through surveys and written comments	Carry out observation of users, user surveys and perhaps introduce either a comments book or graffiti wall for a short period of time when the exhibition is initially opened	Learning
8	Permanent External Lightboxes & signage/lettering to show changes to the cinema over time using archival images and information. Four periods are: 1910 – 1911 Premier Electric Theatre; 1911-1925 Picturedrome; 1925 – 1938 Coliseum; 1938 – 1975 Rex	Passers by, current audience, including BME groups, disabled groups and young people	Quick overview of how Phoenix has changed architecturally since 1910 and name changes	Positive user feedback measured through surveys	Survey people walking past the cinema on the High Road about their knowledge of the history of The Phoenix and their opinions of the external lightboxes	Learning
9	Third Party Webpages, e.g. blip.tv, flickr – allows Phoenix to upload videos, particularly the Story Book footage, and images relating to the cinema's heritage, and for individuals, including pupils involved in the education projects, to upload their own images and filmed memories and to create a dialogue through comment options on the website	Current audience, new audiences, past audiences, including BME groups, disabled groups and young people	Engages with otherwise hard to reach people because of geographic, economic or social barriers	Number of page hits	Monitor online comments, hold an online survey	Learning & Participation
10	Free Guided Tours for groups or individuals led by volunteers around the building including the foyer, auditorium and projection room.	Current audience, BME groups, deaf people	Deeper understanding of how the building has changed and how film projection works	25-30 people per tour, six times per year. Monitor numbers booking onto tours	Carry out questionnaires with participants	Learning & Participation



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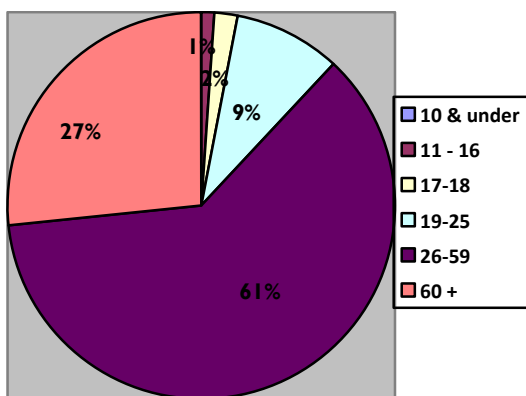
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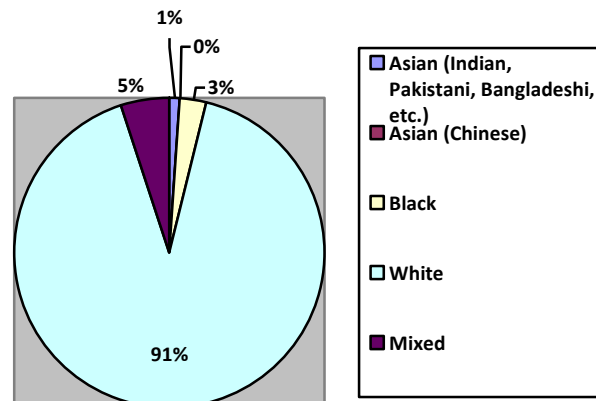
11	'From the Archives': free archive screenings that describe and inform the history of cinema, but also changes in our society and the importance of heritage.	Current audience, BME groups, disabled people	Understanding of history of cinema and how it has changed, insight into changes in society, the local area etc.	6 screenings a year with over 100 people attending. Monitor numbers attending	Carry out annual customer surveys with people leaving the screenings. Take photographs of the audience at screenings	Learning
12	'A Century of Cinema': free period screenings for centenary celebrations: 1 screening for each decade the cinema has been open, 1910- 2010, possibly with other archive footage to set it in context	Current audience, BME groups, disabled people	Enjoyable method to show how cinema and society, including fashions and architecture, has changed	10 screenings with over 100 people attending. Monitor numbers attending	Carry out customer surveys with people leaving the screenings after every period screening. Take photographs of the audience at screenings	Learning
13	Touring Exhibition to be held at museums, libraries and community centres. The exhibition will consist of 4-6 x A2 panels but will be written in a flexible style so it can grow/shrink depending on the location. For the exhibitions at the museums it will include objects from The Cinema Museum.	BME groups, disabled groups, young people	Raise awareness of strong cinema/film history in this area of north London, give people pride in their community, develop understanding of place of cinema in wider society	Minimum of 6 organisations take touring exhibition	Carry out 2 half-days of user observations and user surveys at each location	Learning
14	Schools and Outreach Activities,	Young people	Make links, develop understanding through engaging activities of this cinema's history and film history in general, give people pride in their community, support teachers/tutors teach the curriculum in an interesting and dynamic way	Take up of activity from 6 educational institutions annually	Student comment cards/surveys at the end of the project, photos taken during the project and of any work produced, videos produced as part of the project, mind maps completed before and after the project.	Learning & Participation

Appendix 2 Baseline Data – October 2009

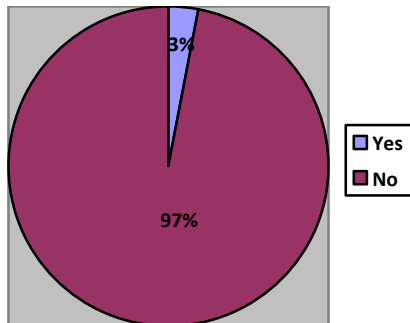
Age



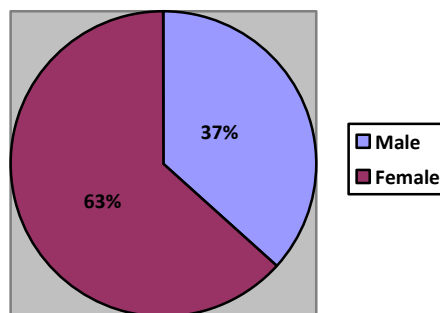
Ethnicity



Disability



Gender



Socio-Economic Breakdown

