



Evaluation Consultant Brief

1. Introduction

Ripon Museum Trust (RMT) was established in 1982 and runs three museums in the heart of Ripon. We are a small Registered Charity and Limited Company. RMT tells the interlinked story of poverty, law, crime, punishment and justice - using a Grade II Victorian Workhouse Museum, Grade II* Liberty Gaol and Police Station, Grade II* Georgian Courthouse and a collection of 9000 objects to explore our themes.

Our Trust's Vision is to use our Heritage Assets to Inspire People to Seek a Fairer Society. Our Museums' Mission is to use the unique trio of the Workhouse, Prison & Police and Courthouse Museums, collections and the stories they tell to help people explore big issues such as fairness, equality, justice and welfare. Through excellent engagement, programming and outreach, together we will inspire people to become compassionate and active citizens, shaping society for the better. We will work for greater participation in our heritage which will enrich lives and improve wellbeing. Volunteering is integral to our organisation; at our core we work as one team. We will make a positive impact on Ripon and the region's cultural and economic capital.

Ripon Museum Trust is an equal opportunity employer and adheres to Fair Recruitment. We welcome applications from all suitably qualified persons regardless of their race, sex, disability, religion/belief, sexual orientation, gender assignment or age. We have an Equality and Diversity Policy, Safeguarding Policy and procedures and Data Protection Policies. We are committed to reducing our carbon footprint and have an Environmental Policy.

2. Ripon Museum Trust: Inspiration for a Fairer Future Project

Ripon Museum Trust is embarking on its most ambitious project to date. *Inspiration for a Fairer Future* is a transformative £3.3m initiative which will breathe new life into the Workhouse Museum & Garden, conserve our heritage, transform the visitor experience and welcome new, diverse audiences to our three museums – some of Ripon's most important heritage buildings.

This is more than preservation. This project is not just about conserving bricks and mortar- it is about community. At the heart of the project is our vision - to 'use our heritage assets to inspire people to seek a fairer society'.

All three of our museums (the Workhouse Museum & Garden, the Prison & Police Museum and the Courthouse Museum) offer a journey through the long and often tangled relationship between poverty, crime and punishment. Through our heritage sites, we invite our community to explore our themes of justice, fairness, welfare and equality not as abstract concepts, but through real stories, real lives and real places.

Museums are places to reflect and spark meaningful conversations. Society's challenges then remain society's challenges now. Poverty and inequality still exist today.

Here at Ripon Museum Trust, we believe that the stories of the past can help us to ask big questions about today. This project will enable us to open the doors of this unique heritage site wider than before, welcome diverse audiences and work with partner charities who are making a real difference to people's lives today. By

broadening and deepening our connections with our community, and by placing people and their real lived experience at the heart of everything we do, we will inspire people of all ages to help us shape a fairer future.

The key strands of activity for Fairer Futures are summarized as follows:

Save the unique heritage of the Victorian Workhouse Museum. The Resident's block has a leaking roof, rotten windows and failing services. Once a workhouse, then a care home followed by council offices, the restoration project will peel away the insensitive additions of later years to reveal the authentic building underneath and help visitors to better understand its role as a place of separation and control. The insulation of the Workhouse Museum roof and the repair and improvement to its windows and doors will reduce environmental inefficiencies. Access to and conservation of these areas will ensure preservation of the stories and heritage for the future. The first floor will become accessible through a platform lift, step lift and toilet upgrade, and will be redecorated. Redecoration of the upper floors of the workhouse will significantly improve working conditions for staff and volunteers, and the inclusion of shared spaces will enhance team working and wellbeing. A new multi-functional space on that floor will accommodate planned activities, and a new costumes store will be created

Connect stories across all three museums through innovative interpretation and a new visitor journey. New exhibitions at the Workhouse Museum & Garden and a new visitor route will follow the footsteps of the real people who found themselves there, and their struggles and hopes. We will partner with charities to share their work and connect all three museums and the wider heritage of Ripon with a walking trail. As visitors explore the museums we will invite them to reflect; was it fair? Could it have been different? What can we learn from the past to build a better future?

Work with communities to co-produce new activities and amplify voices too often left out of history. Our new Youth Engagement and Learning Officer will be working with young people to explore their perspectives on our themes and encourage this audience to participate more in the life of the museums. We will be working in close partnership with the YMCA, Wetherby Youth Offenders Institution, Evolve College and Ripon Girl Guides. In addition, we will be including new sessions and resources for primary & secondary schools.

Share our collection more widely— We are responsible for a regionally significant collection of objects focused on the prison and police services that needs our care. Our goal is to work with our community to develop the skills, knowledge and experience needed to look after our collection. Complementing this will be an engaging programme of object handling, family workshops and *Conservation In Action* sessions that invite visitors to explore, respond to and help interpret collection items.

Expand volunteering opportunities, keeping people at the heart of our work – including new school groups and youth volunteering.

Project dates: Permission to start from the Heritage Fund was granted in December 2024. The grant expiry date is 30/04/2028.

The project is being delivered under the Heritage Fund's new 2033 Strategy.

3. Scope

RMT wishes to appoint an experienced consultant team or individual consultant who can oversee the delivery of the evaluation framework for the project and ensure that the staff team are collecting the necessary data to ensure that the project is meeting its approved purposes, outcomes and outputs, that organisational learning is taking place, and that activity delivers RMT's vision to 'Use our heritage assets to inspire others to seek a fairer society'. We also want to know what difference / impact the project has made. To help evaluate the organisation's impact on fostering a fairer society and changing people's behaviour, RMT developed their 'reason for being' (Appendix 1). Demonstrating whether people have become more knowledgeable, creative, compassionate, motivated and confident in their ability to make a difference, is vital to the success of the project and the delivery of RMT's inspiring vision.

The Evaluation Consultant will be required to review the Evaluation Framework, Evaluation Toolkit and reporting programme established by the client team and approved by the Heritage Fund. The Consultant will implement the updated Evaluation Framework in respect of the Delivery Phase of our project that delivers The National Lottery Heritage Fund's four Investment Principles:

- Saving Heritage
- Projecting the Environment
- Inclusion, Access and Participation
- Organisational Sustainability

4. Existing Baseline Data

RMT has been capturing a variety of data for years however this has often been piecemeal and with no focus on setting baselines so that impact can be better monitored. Baseline data has been established by the Client team in the delivery phase of the project. A key aspect of the evaluation consultant's brief is to quickly establish whether there are any gaps in the baseline data against which we will be monitoring progress of the project.

Current data includes Gift Aid postcode data, schools footfall, visitor numbers, visitor surveys, annual volunteer survey, staff survey and visitor demographic data.

5. Detailed Task specification

- Review the Evaluation framework, baseline data, data collection methods, and questionnaires established by the Client Team and suggest improvements where needed.
- Ensure that the Evaluation toolkit established by the Client is delivered across all activities and participation and evaluates short, medium and long-term outputs, outcomes and impact against Heritage Fund's Investment Principles.
- Ensure that the Client team are recording the appropriate data to enable monitoring of targets, outputs, and performance against baseline data.
- Lead on the collection of qualitative data across all workstreams that demonstrates the Project is delivering its outcomes and in the medium to long term impact.
- Collate and evaluate both quantitative and qualitative data and create timely reports for the Heritage Fund that summarise progress made across approved purposes, outputs, outcomes and investment principles and project process and learning. As the consultant will be starting partway through the project, time will need to be spent with key members of the project team to understand work delivered to date and lessons learned. Contribute to quarterly progress reports for submission to the Heritage Fund. The content of the annual report will be signed off by us as client and approved by Heritage Fund. These reports should be collated and submitted as per the following schedule:

July 2026: First annual report

July 2027: Second annual report

March 2028: Final report

- Ensure the Evaluation Model meets all The National Lottery Heritage Fund requirements for evaluation. [Evaluation guidance | The National Lottery Heritage Fund](#)
- If necessary, advise on and create in person and digital methods for evaluation data collection and analysis.
- Ensure that the Client Team are keeping a photographic record of the capital works and activities throughout the project to ensure that before, during, and after images can be shown in the final report (from the same angle).
- Respond to any changes within the Project that may necessitate a change in evaluation methods and programme to capture progress.

- Facilitate discussion with the wider team to ensure that all evaluation meets all Equality and Diversity legislation, best practice and is relevant, creative and inclusive. Ensure evaluation will enable full participation from people from protected characteristics including (and not confined to) age, sexual orientation, gender, gender identification, ethnicity, socio-economic background, disability etc.
- Ensure that the Evaluation Framework and all tools are operationally, business and organisationally fit for purpose.
- Advise on sampling strategies for collecting visitor data.
- Establish key challenges, lessons learned and successes, and how these can be applied as part of the project legacy and long-term sustainability. Work alongside the Director of the Museums to ensure that these lessons learned inform future organisational planning.

6. Management

The Evaluation Consultant will be managed by the Director and report to the Project Team. Consultants will be required to report to monthly project team meetings as required either through written reports or attendance in person or virtually. All interdependencies between other consultants' briefs must be taken into account.

7. Fee

We anticipate that the work needed for the evaluation of the project will be between 35-40 days and the available budget for the work is £15,000 (exc. VAT). Submissions will be assessed on; appropriate experience; a clear understanding of the requirements of the project; a proven track record of successful delivery of National Lottery Heritage Fund projects; an approach which is both imaginative and practical and represents good value for money and evidence of good teamwork.

- Selection will be based on a Price/Quality Scoring split of 30% / 70%. Quality is an equal split between experience and approach.
- Clarification Interviews (if required)
- References
- National Lottery Heritage Fund Sign Off

Please see below an outline of the evaluation criteria:

Evaluation Criteria	Rating (0-5)	X	Weight	=	Total
Related Project Experience					
a. Qualifications and experience of the proposed team. As detailed on CV's supplied		X	3	=	
b. Proven track record within the last 3 years of undertaking National Lottery Heritage Fund projects.		X	4	=	
Proposed Methodology					
a. A full statement on your proposed approach to completing the work, this should include how you will work with the wider team to ensure data collection. In particular the response should outline your approach to GDPR.		X	4	=	
b. Outline how you will work with the RMT team and wider project team.		X	3	=	
Price					

Fixed and Firm Cost with full breakdown of day rate, resource allocation and expenses					
Grand Total					

Price Evaluation

Price will count for 30 marks and will be evaluated on the basis of each Tenderer's tendered prices as set out.

The lowest overall tendered price will score full marks for price.

The marks for price for each other Tender will be calculated by the following formula:

$$\text{Maximum marks for Price} \times \frac{\text{Price of lowest priced Tender}}{\text{Price of Tender being evaluated}}$$

Please contact one of our appointed Project Managers, Eleanor Hall, via email at eleanor.hall@greenwoodprojects.com for all enquiries. Please return all submissions to the same email address by 12 noon on Wednesday 25th February 2026.

8. Timetable

Invitation to Tender (ITT) Issued: Tuesday 10th February 2026

ITT Return Date: 12 noon on Wednesday 25th February 2026

ITT Review Complete: Wednesday 4th March 2026

Client Award (Subject to Heritage Fund Sign Off): w/c 9th March 2026

9. Additional Information

Tenderers must keep their tenders open for 90 days. RMT is committed to procuring goods, works and services locally whenever possible and in an environmentally responsible manner. We are committed to equality and diversity and will assist tenderers to gain access to the process. We will use guidance from the National Lottery Heritage Fund for the creation of Briefs and Contracts.

Tenderers must provide tenders which include:

- (i) Non consideration form of tender
- (ii) Tenderer's warranties
- (iii) Confidentiality Clauses
- (iv) Freedom of information Statement

10. Appendices

RMT's 'Reason for Being'

Project Organisational Structure

RMT Staff Organisational Chart.

Delivery Phase Programme

Appendix 1:

Why us?

Why now?

Because society continues to grapple with issues of fairness, equality, justice and welfare.

At RMT we have the the means to bring about change.

Using our

Historic buildings

Collections

Team

Partners

Money

To do these things

Interpretation

Exhibitions

An on-site programme

Co-production (working with others)

Creative commissions

Supported volunteering

With these people

Our visitors (on site & online)

Our Ripon community

Our wider communities

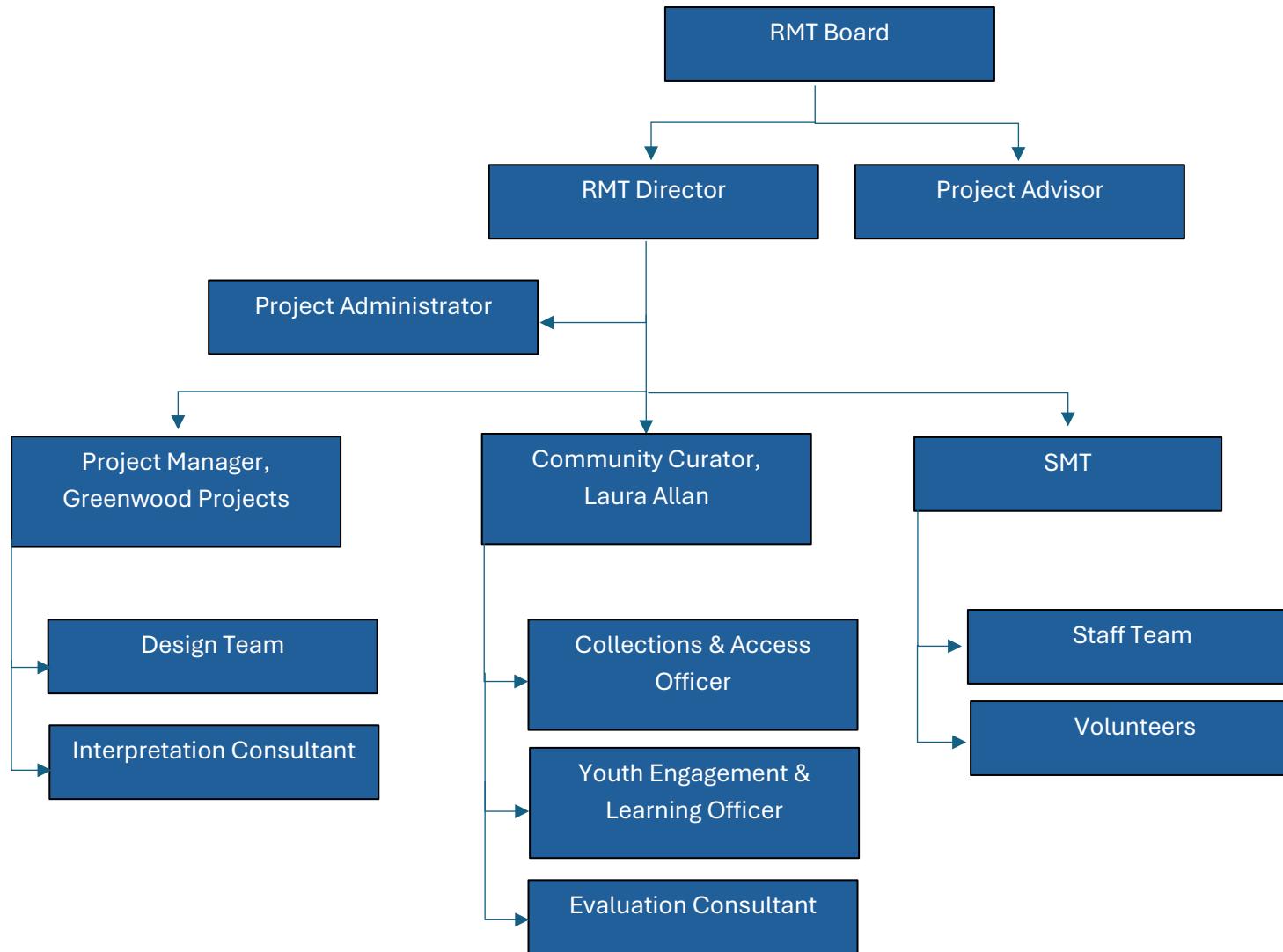
Our partners

Will lead to

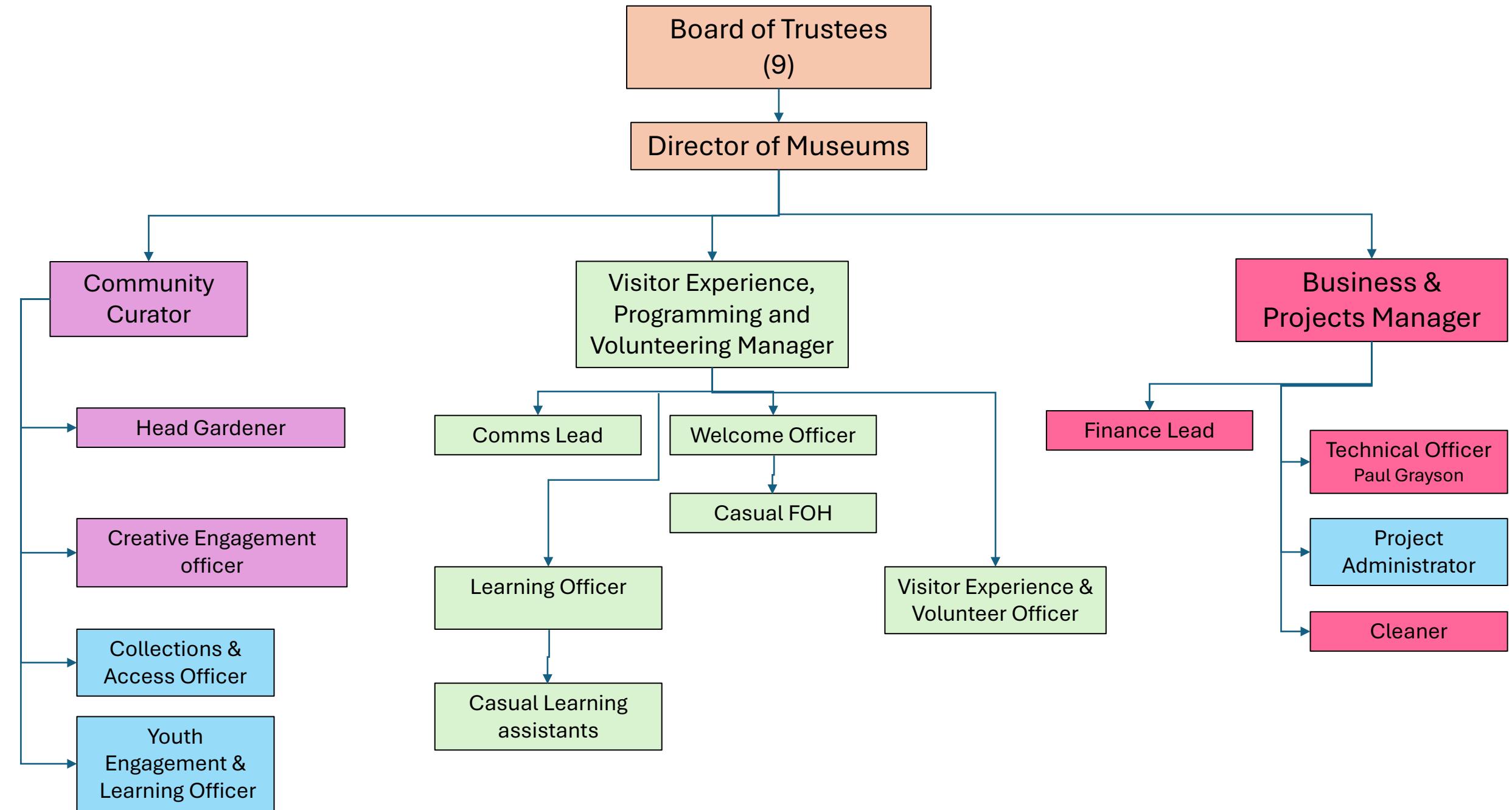
People becoming more knowledgeable, creative, compassionate, motivated, and confident in their ability to make a difference

Our vision:
People will be inspired to seek a fairer society

Appendix 2:
Project Organisational Structure



Appendix 3:
RMT Staff Organisational Chart



Appendix 4:
Delivery Phase Programme

