



## Fashion Museum Bath Schedule Of Service - Evaluation Consultant

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- The Evaluation Consultant will develop a plan, monitoring and evaluation framework using a Logic Model for the FMB project's Development and Delivery phases. This will ensure that progress is effectively and efficiently measured against project objectives, key milestones and intended outcomes and, where necessary, enable adaptation to activities and programming. The appointed Consultant will need to work with the museum and Council Team delivering the project, and their appointed Consultants, to evaluate the whole project development and delivery against the project objectives including capital works and regeneration initiatives, activities/programming, organisational development and project management.
- The evaluation approach must be developed in accordance with the latest National Lottery Heritage Fund (NLHF) guidelines which recommend a logical framework is used setting out linkages between activities, expected outputs and outcomes for all elements of the project so that the evaluation 'tells the project story'.

### **1.0 Scope of Service Summary**

- 1.1 To develop and implement the Evaluation Workplan the Evaluation Consultant is expected to deliver the following activities:
- Client start up meeting for project briefing and familiarisation and to discuss the Evaluation Framework, aims, scope, data collection methodologies, timing and reporting.
  - Facilitate workshop(s) with the team and partners (as required) to develop the framework and methodologies to produce an Evaluation Plan and Toolkit. This should demonstrate how the project objectives and key outcomes have been delivered.
  - Develop the evaluation framework and toolkit to include KPIs, benchmarks, targets based on the project programme and objectives, draft Activity Plan and Theory of Change to enable a whole project evaluation and review. To be finalised by January 2026.
  - Liaise with other key Consultants and team members working on the project to share intelligence and ensure monitoring and evaluation work is well coordinated and provides the more effective learning / findings from project activity.
  - Identify improvements to ways of working, across the project and its partners, and make appropriate recommendations.
  - Collation of baseline data against which project milestones, outputs, outcomes and participation can be benchmarked. Testing/formalising data capture to feed the NLHF Progress Reports and annual reports.
  - Setting up the methodologies and reporting structures to enable the regular review of the overall programme and FMB's co-creation, co-production, testing and piloting activities.
  - Map out with partners key areas of focus for evaluation findings and co-create dissemination plan.

- Collation of ongoing data to measure progress against meeting project objectives, delivering key outputs, outcomes and participation.
  - Recording of outcomes of specific programmes through feedback forms/interviews/observation from project leads and/or participants – to be developed in consultation with partners, age appropriate and tailored to specific participation outcomes, e.g. Wellbeing.
  - Delivery of evaluation familiarisation training for staff, Consultants and volunteers/partners and identification of additional training needs (as required).
  - Recording of short-, medium- and long-term outcomes of various programme areas, projects/ activities in collaboration with staff, Consultants, partners and volunteers – exact format to be determined in collaboration with project staff and partners.
  - Quarterly meetings with staff team to discuss progress, interim findings and next stage of work. Note this does not preclude regular reporting to assess outcomes and lessons learnt from on-going programme delivery and activities.
  - Evaluation report for the NLHF development phase with recommendations for the delivery phase. Currently programmed to be completed in February 2026.
  - Annual interim evaluation reports (over 4 years) and final summary evaluation report for the NLHF delivery phase including capital works and project management.
  - Provide ongoing advice to the Project Team in relation to evaluation and legacy planning as required.
- 1.2 The Evaluation Consultant will develop a plan, monitoring and evaluation framework using a Logic Model for the FMB project's Development and Delivery phases. This will ensure that progress is effectively and efficiently measured against project objectives, key milestones and intended outcomes and, where necessary, enable adaptation to activities and programming. The appointed Consultant will need to work with the museum and Council team delivering the project, and their appointed Consultants, to evaluate the whole project development and delivery against the project objectives (see 1.2 above) including capital works and related regeneration initiatives, activities/programming, organisational development and project management.
- 1.3 During the Development Phase, the evaluation Consultant will undertake research (quantitative and qualitative) to produce a baseline set of data relevant to the project. And work with the Council and Consultants on the production and refinement of overall success measurements. An Evaluation Plan, underpinned by training and an evaluation toolkit, will be developed and used. At the end of the project, the Consultant will work with the team to produce a final evaluation report in line with the National Lottery Heritage Fund requirements.
- 1.4 The Evaluation Consultant will be responsible for developing and overseeing the implementation of the project evaluation plan and framework, liaising with the Client, Project Manager, Consultants and partners (where applicable) to plan the whole project evaluation.
- 1.5 The evaluation approach must be developed in accordance with the latest National Lottery Heritage Fund (NLHF) guidelines which recommend a logical framework is used setting out linkages between activities, expected outputs and outcomes for all elements of the project so that the evaluation 'tells the project story'.

Also that:

- Data is analysed robustly to provide evidence on outcomes, including health and well-being, as well as demographic, economic and conservation issues, so moves beyond just counting to who participates.
- Evaluation is free from bias.
- Results are clearly and sufficiently presented; the Heritage Fund suggests the summative Evaluation Report reviews what the project set out to achieve, what happened, what worked well and less well, and finally lessons learnt for the future.
- The conclusions and recommendations are clear to enable stakeholders to identify and apply any lessons learnt; it is about improving, not just proving.

1.6 To develop and implement the Evaluation Workplan the Evaluation Consultant is expected to deliver the following activities:

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- Facilitate workshop(s) with the team and partners (as required) to develop the framework and methodologies to produce an Evaluation Plan and Toolkit. This should demonstrate how the project objectives and key outcomes have been delivered.
- Develop the evaluation framework and toolkit to include KPIs, benchmarks, targets based on the project programme and objectives, draft Activity Plan and Theory of Change to enable a whole project evaluation and review.
- Liaise with other key Consultants and team members working on the project to share intelligence and ensure monitoring and evaluation work is well coordinated and provides the more effective learning / findings from project activity.
- Identify improvements to ways of working, across the project and its partners, and make appropriate recommendations.
- Collation of baseline data against which project milestones, outputs, outcomes and participation can be benchmarked. Testing/formalising data capture to feed the NLHF Progress Reports and annual reports.
- Setting up the methodologies and reporting structures to enable the regular review of the overall programme and FMB's co-creation, co-production, testing and piloting activities.
- Map out with partners key areas of focus for evaluation findings and co-create dissemination plan.
- Collation of ongoing data to measure progress against meeting project objectives, delivering key outputs, outcomes and participation.
- Recording of outcomes of specific programmes through feedback forms/interviews/observation from project leads and/or participants – to be developed in consultation with partners, age appropriate and tailored to specific participation outcomes, e.g. Wellbeing.
- Delivery of evaluation familiarisation training for staff, Consultants and volunteers/partners and identification of additional training needs (as required).
- Recording of short-, medium- and long-term outcomes of various programme areas, projects/ activities in collaboration with staff, Consultants, partners and volunteers – exact format to be determined in collaboration with project staff and partners.

- Quarterly meetings with staff team to discuss progress, interim findings and next stage of work. Note this does not preclude regular reporting to assess outcomes and lessons learnt from on-going programme delivery and activities.
- Evaluation report for the NLHF development phase with recommendations for the delivery phase.
- Annual interim evaluation reports (over 4 years) and final summary evaluation report including capital works and project management.
- Provide ongoing advice to the Project Team in relation to evaluation and legacy planning as required.