



# CROMFORD MILLS

## BRIEF

Evaluation Consultant



## **Brief for an evaluation consultant**

### **Introduction**

The Arkwright Society at Cromford Mills has been successful in receiving funding from The National Lottery Heritage Fund for the development phase of the sustainable redevelopment of Building 1 and associated buildings. This major capital project is entitled: *Cromford Mills – Celebrating Heritage, creating a sustainable future*. The grade I listed mill complex at Cromford is a key attribute of the Derwent Valley Mills World Heritage Site (DVMWHS). It is from these buildings that Sir Richard Arkwright developed technology that changed the world we live in, giving rise to the industrial revolution by creating the modern factory system.

Buildings 1, 7, and 8-10, which are currently on the National Heritage at Risk Register, will be transformed into a restaurant, visitor welcome area, office/overnight accommodation, and a new function/events space. This redevelopment will conserve their unique historic character, remove them from the at-risk register, and make them publicly accessible again. The project will involve the upgrading of areas of public realm, including the main car park and provision of a covered events space. The project will also seek to broaden public engagement, enabling more people to experience and appreciate the site's significance, ensuring Cromford Mills remains a key destination within the DVMWHS. This engagement will include a skills and learning programme as well as enhanced volunteer engagement, interpretation and community activities. Recruitment for an Activity Plan consultant will commence shortly. (a site plan and photographs is included in Appendix A)

### **Purpose of the Brief**

The aim of this commission is to work with the Arkwright Society staff to evaluate the development phase of the project and develop and support the delivery of an evaluation framework for this Cromford Mills project, to enable us to report on the delivery of The National Lottery Heritage Fund quantitative and qualitative outputs and outcomes and measure the impact of this project.

This work will align with the most recent evaluation piece and logic model produced for the 'resilience' funding completed in 2025. It will also enhance and support our cultural move as an organisation towards better evaluation, ensuring our outcomes remain relevant and responsive to changing conditions and ideas.

### **The scope of the work.**

The capital project is divided into two phases – development and delivery. The Development Phase is expected to be completed within two years, during which time we will submit our Delivery Phase application to The National Lottery Heritage Fund. The Delivery Phase will span an estimated three years. The timescale is

- Development Phase – completion end of June 2027 (intention is to submit the Delivery Phase application to The Heritage Fund by May 2027 based on current funding cycles)
- Delivery Phase – Sept 2027 (subject to funding and permission to start). The proposal is for a three year delivery phase.

This consultancy will be appointed for the Development and Delivery Phase of the project to undertake:

- A logic model will be developed to provide a picture of how the project is intended to work and can be evaluated with clear outputs and outcomes. This will inform the detailed evaluation framework.
- The evaluation of the development phase of the project.
- The development of a detailed evaluation framework, to include the establishment of relevant baseline information to enable us to measure the impact of the project and report on delivery of The Heritage Fund project outcomes.
- To cover all project activities, including capital works, delivery of the activity plan, including community engagement, visits, volunteers, skills development programme, training and new staff posts and including demographic details by gender, ethnicity, social class and disability for visitors, trainees and staff.
- An evaluation toolkit will be created to comprise a range of qualitative and quantitative methods, appropriate to the research questions being asked and to deliver a robust evidence base for evaluation considering the evaluation requirements of The National Lottery Heritage Fund throughout both phases.
- Evaluation of the development phase covering capital and activity elements, including a final evaluation report and the provision of interim reports to inform ongoing delivery of the project.

## **Context**

Today, Cromford Mills is owned and managed by The Arkwright Society, an educational charity and Building Preservation Trust focused on preserving and regenerating the site and the wider estate at Lumsdale. Founded in 1979, the Society is committed to the regeneration of the site and to the reuse of the buildings in ways that will provide them with a sustainable future and which offers year round employment that will contribute positively to the local environment. The Society is an active partner within the DVMWHS and is a member of the technical panel. Currently the Society is exploring ways to work more closely with Derby Museums, Belper North Mill Trust and Masson Mills to celebrate this remarkable valley and sustain the visitor tourism and educational offer across the DVMWHS.

The mill complex is a large site with a visitor exhibition, business centre, catering and a busy events and conferencing programme. Whilst most buildings are in active use, the First Mill (Building 18) and Building 1 are in partial use with significant repair needs. We have an award-winning educational offer for schools and a very enthusiastic and involved volunteer team, who help deliver the visitor heritage offer. This heritage offer

comprises ticketed tours, a virtual digital experience and several exhibits within the visitor centre.

At Cromford the vision is to continue the regeneration of the site, strengthen the financial resilience of the Charity, develop our visitor offer and experience, broaden engagement and sustain our educational offer. The Strategic Business Plan and masterplan produced by Fourth Street and Feilden Clegg Bradley Studios, establishes a clear, holistic and viable plan to move forward. This plan prioritises the regeneration of Building 1 and considers at high level the viability and spatial considerations for an expanded heritage offer. This project will transform Building 1 and associated structures within the site, as well as new events spaces and improved public realm.

The proposed income generating activities for this major project may include the following:

- venue hire for corporate, weddings and other functions. This will be internal and external
- education programmes/holiday clubs
- temporary exhibitions within the function space and covered events space
- shop/retail offer as part of the welcome area
- expanded, quality catering offer for the restaurant with the potential to grow conferencing / special events and occasions.
- Subject to the viability reports, commercial lettings opportunity, which could be overnight accommodation or an expansion to the business tenancy offer. This will need to have a synergy with Cromford Mills as a visitor attraction.
- Enhanced heritage tour offer through development of experiential tourism, enhanced digital engagement, virtual tours.

### **The community and engagement focused activities**

These activities directly support the heritage and public engagement aims of the project and are likely to comprise:

- Enhanced interpretation of Cromford Mills as the world's first cotton spinning mill and the birthplace of the modern factory system. Whilst the experiential tourism and potential digital aspects could enable income generation and enhancement to tours, there are opportunities for enhanced interpretation displays as permanent figures within the commercial spaces and as part of the visitor welcome.
- Public engagement programme to be developed through the Activity Planning. This will include consultation with the public on the proposals and outreach to local community organisations.
- Informal activities and events for families and adults which could include working with the retail tenants
- A comprehensive *Skills and Learning Programme* will be delivered, encompassing heritage skills developed during the construction phase, work placements, CPD training, and adult re-skilling opportunities in tourism, hospitality, and business. During the development phase, the project will collaborate with partners across the Derwent Valley, including higher education

institutions, to identify skills needs, explore opportunities for delivery, and ensure the creation of a strong and lasting legacy.

- Training and volunteering opportunities / expansion – for staff and volunteers to build a resilient team at Cromford Mills.

## **Deliverables**

- Evaluate the development phase of the project.
- Produce an evaluation toolkit including a logic model and an evaluation framework for the Delivery phase of the project. This plan to be developed in line with the latest National Lottery Heritage Fund good practice guidance and sector best practice
- Support the project team and Activity Plan consultant to implement a robust evaluation methodology for pilot activities undertaken during the Development phase and that will be used to inform the Activity Plan. This will include training staff / volunteers for effective evaluation.
- Evaluation reporting: provide evaluation updates for the Steering group, working closely with the CEO and the Client Project Manager. Produce a formative and summative evaluation report for the Development Phase, annual evaluation reports and a final formative and summative evaluation report for the Delivery Phase.

Engagement and Collaboration: the consultant will

- Combine remote working and face to face activity as the project requires through the Development and Delivery Phases
- Work closely with other members of the project team at all stage to ensure evaluation activities are deliverable, costed and sustainable.
- Actively engage with the consultation and stakeholder engagement process through the activity planning development to inform the Evaluation Plan development
- Report regularly to the Activity Plan Working Group, Design Working Group and Steering Group at relevant stages of the Evaluation Plan development process
- Work closely with staff and volunteers regarding the planning and delivery of pilot events and evaluation
- Prepare relevant documents for (and if required attend in person) the formal Development Phase review meeting for The National Lottery Heritage Fund (currently expected to take place in February 2027).

## **Available Documentation**

On appointment, the following information will be made available

- The National Lottery Heritage Fund application for Phase 1, February 2024
- Cromford Mills Strategic Business Plan / refreshed Masterplan, 2023 and Business Plan, 2025
- Cromford Mills Fundraising Strategy and Action Plan
- Activity Planning and Engagement Report, 2025

- Project governance structure
- Evaluation of previous Heritage Fund grants spanning 2022-25
- National Lottery Heritage Fund good practice evaluation guidance
- Condition Survey and summary of proposed capital works, 2025
- DVMWHS Management Plan 2020-2025 – relevant extracts

## **Tender Process**

The Arkwright Society is committed to achieving public value outcomes. If tenderers identify additional public value activities which are over and above those set out in this brief within the aims and objectives, it is acceptable for tenderers to highlight and cost these as additional activities which the charities may or may not choose to take forward.

In this way tenderers can be confident that they are put at no disadvantage at the tender evaluation stage by including in their proposals work that they feel would create additional public value but that other tenderers might not include.

## **Requirements of the Submission**

### **1. Appreciation of the Brief (*maximum 2 pages*)**

Provide a clear understanding of:

- The project context, aims, and objectives, and the evaluation requirements for the Development and Delivery Phase.
- How your proposal responds to the brief and aligns with the ambitions of the Cromford Mills project and The National Lottery Heritage Fund investment principles.
- Your understanding of the heritage, tourism, and community context of Cromford Mills and the Derwent Valley Mills World Heritage Site.

### **2. Approach and Methodology (*maximum 10 pages*)**

Set out your proposed approach to delivering the evaluation, including:

- Methodology for data collection, analysis, and interpretation.
- Use of a logic model or theory of change framework.
- How you will measure project outcomes (people, community, well-being, inclusion) using a range of evaluation techniques.
- How you will work collaboratively with staff, volunteers, and partners, including training and support where appropriate.
- Your proposed timetable and milestones.
- Methods for both formal and informal communication with the client.

- Experience of running effective and creative focus groups or reflective sessions.

### **3. Relevant Experience (*up to 3 examples maximum 6 pages*)**

Provide:

- A short CV summarising your relevant skills and experience.
- Evidence of at least three comparable evaluation projects, ideally for heritage, tourism, or historic building sites.
- Examples that demonstrate experience of:
  - Evaluating complex, multi-year cultural (arts, museums, heritage, landscape) projects, including capital works and activity programmes.
  - Developing and implementing evaluation frameworks, particularly for projects supported by The National Lottery Heritage Fund.
  - Writing and overseeing high-quality evaluation reports.
- Contact details for two client references.

### **4. Organisational Capacity and Quality Assurance (maximum 2 pages)**

Include:

- Confirmation of current Professional Indemnity Insurance and level of cover. This is required at a minimum of £2m
- A brief outline of your organisational or freelance capacity and any supporting team members.
- Processes for data handling, quality control, and assurance of evaluation integrity.
- Experience of data management and analysis, ensuring meaningful conclusions are drawn.
- Evidence of embedding practical evaluation approaches within project teams and volunteer groups.

### **Fees**

The maximum budget to deliver the requirements of this consultancy brief for the Development Phase is circa £10,000 before any applicable VAT, to include all fees, travel expenses, materials, printing and distribution costs. We request a fixed fee showing your daily rate, number of days spent on each task.

A second contract budget of £30,000 - £35,000 maximum (subject to funding and review of capacity requirements for role and timeframe) is provisionally included in the Project Delivery Stage.

The Arkwright Society reserves the right to re-tender the project delivery phase of work if the Trust chooses to do so.

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## **Reporting**

It should be assumed that a minimum monthly reporting cycle will be adopted by the Consultant in the delivery of the scope of services, to include attendance on site and in person. The consultants will be expected to visit the site minimum of 3 times during the Development Phase.

You will be responsible to the Project Steering Board and Arkwright Society Board of Trustees, via the Head of Engagement. The Client Project Manager will be the day-to-day point of contact for this.

## **Tender Process**

The Arkwright Society is committed to achieving public value outcomes. If tenderers identify additional public value activities which are over and above those set out in this brief within the aims and objectives, it is acceptable for tenderers to highlight and cost these as additional activities which the charity may or may not choose to take forward.

In this way tenderers can be confident that they are put at no disadvantage at the tender evaluation stage by including in their proposals work that they feel would create additional public value but that other tenderers might not include.

## **Submission of tenders**

Completed tender proposals should be sent by email, to arrive no later than 9am on Monday 1<sup>st</sup> December to the following email address:

[escott@arkwrightsociety.org.uk](mailto:escott@arkwrightsociety.org.uk)

Applications received after the due date and time will not be considered.

## **Clarifications during the tender preparation period**

Should tenderers require answers to queries raised during the tender period, they must be submitted direct to Eilis Scott [escott@arkwrightsociety.org.uk](mailto:escott@arkwrightsociety.org.uk). A deadline has been given for clarification questions and responses. Responses to queries, where appropriate, will be published on the Cromford Mills website in the section where the application is featured.

The timetable is as follows:

|                                      |                                              |
|--------------------------------------|----------------------------------------------|
| ITT issued                           | 4 <sup>th</sup> November 2025                |
| Site visits (on appointment)         | 13/14 <sup>th</sup> November 2025            |
| Deadline for clarification questions | 19 <sup>th</sup> November 2025 5pm           |
| Responses to clarifications issued   | 21 <sup>st</sup> November 2025 by 3pm        |
| Tender submission deadline           | Monday 1 <sup>st</sup> December 2025 9am     |
| Shortlisting complete                | Week of 1 <sup>st</sup> December 2025        |
| Interviews                           | Provisional week of 8 <sup>th</sup> December |



|                           |                                                 |
|---------------------------|-------------------------------------------------|
| Appointment decision made | Provisional week 15 <sup>th</sup> December 2025 |
| Contract start date       | Provisional week 5 <sup>th</sup> January 2025   |

### **Evaluation of tenders:**

Selection Process: tenders will be appraised by the Head of Engagement, CEO and Client Project Manager.

Tenders will be judged equally against the following criteria:

- Appreciation of the Brief requirements
- Approach and Methodology
- Relevant experience of consultant
- Organisational capacity/quality assurance.

Tenders will be assessed against items (a) to (d) in the ‘Requirements of Submission’ section above and failure to submit any of the required information may result in your tender being rejected.

Tender submissions shall be judged on both quality and price based on the following criteria: the maximum quality score will be 75%; the maximum price score will be 25%.

| <b>Criterion and sub-criteria</b>                                                                                                                                                                                                                                                             | <b>Weighting</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 1. Quality: <ul style="list-style-type: none"> <li>• Appreciation of Brief/Arkwright Society’s requirements:</li> <li>• Approach and Methodology:</li> <li>• Relevant experience of project team: (up to 3 project examples)</li> <li>• Organisational capacity/quality assurance:</li> </ul> | 75%              |
| 2. Price: <ul style="list-style-type: none"> <li>• Fee scale to cover all elements of the scope of work detailed above</li> <li>• Fee scale for additional work should any need arise that is beyond the scope of work detailed above</li> </ul>                                              | 25%              |

### **Payment schedule:**

This will be agreed at the start of the commission. The final payment will be made upon completion and following approval by the Arkwright Society and relevant project funders of the work specified by this brief.

### **Copyright and confidentiality:**

Copyright of all documents produced under this commission is to be assigned to The Arkwright Society Limited. The consultant is to clear copyright approval for any illustrations or other material used. The author should be aware that The Arkwright Society may wish to make the report available its website.

**Contact details for further information:**

More information about The Arkwright Society can be found online at:

[www.cromfordmills.org.uk](http://www.cromfordmills.org.uk) and [www.facebook.com/cromfordmills](https://www.facebook.com/cromfordmills)

For further information about the tendering process or technical aspects of the brief please contact: Eilis Scott, CEO, The Arkwright Society on [escott@arkwrightsociety.org.uk](mailto:escott@arkwrightsociety.org.uk) or 07712125174

## Appendix A: Images and Site Plan

### Cromford Mills



Building 1 & 7 with watercourse





Site Plan showing Building 1 & 7 and Buildings 8-10 included in the project.

