

GARDEN MUSEUM



Consultant Brief: Evaluation Consultant

Project: 'Benton End Revived' – Renewal and Reimagination of a Historic Arts and Horticultural Site

Client: The Garden Museum

Location: Benton End, Hadleigh, Suffolk

Funded by: The National Lottery Heritage Fund (the Heritage Fund)

Project Budget: £4.9 million (target), including £2.9 million from Heritage Fund

Contract Period: Development Phase, with potential for extension into Delivery Phase

1. Project Summary

The Garden Museum is seeking an experienced Evaluation Consultant to lead on the evaluation of a major project delivering the renewal and redevelopment of Benton End, a Grade II* listed Tudor property with significant artistic, horticultural, and social heritage. The goal is to transform Benton End into a vibrant, accessible, and sustainable arts and learning centre, reimagining the radical spirit of Sir Cedric Morris and Arthur Lett-Haines's art school and garden legacy.

This commission covers both the Development Phase and, subject to funding and performance, the Delivery Phase of a National Lottery Heritage Fund-supported capital project. The Evaluator will collaborate closely with the Project Manager, client team, stakeholders and wider consultant team throughout.

2. Project Vision and Objectives

The redevelopment of Benton End seeks to:

- Conserve and restore the Grade II* listed house and associated gardens structures
- Create inclusive and accessible facilities for learning, exhibitions, and residencies
- Respect and celebrate the site's layered heritage, including its significance in queer history
- Embed sustainability and environmental responsibility in all design choices
- Enable operational and financial sustainability through a mixed-use business model

3. Scope of Work and Key Deliverables

The Evaluation Consultant will be responsible for delivering the overall evaluation and impact assessment of Benton End Revived across all strands. The Evaluation Consultant will

need to work to The National Lottery Heritage Fund evaluation good practice guidance (2024). We expect the evaluation to be collaborative, with the Evaluation Consultant steering the process, but working closely with the project manager, activity planner, client team and community partners.

Key Responsibilities

- Ensure the thorough, robust and engaging evaluation of the development and delivery phases of the Benton End Revived project
- Ensure evaluation methods are embedded into the project design, proportionate to the capacity of the team, and appropriate to the type of activity and target audience
- Ensure robust mechanisms are in place for quantitative data collection and for processing such data (to be collected by the client team; e.g. to include visitor and participant numbers, volunteer numbers, and social media and digital statistics)
- Create templates and processes for ongoing data collection, ensuring this is compatible with digital ticketing and CRM systems already in place
- Design questions and surveys for the client team to use in quantitative data collection and provide (or arrange) training in data collection for client-team staff and volunteers (e.g. to include visitor comment cards; participant comment cards; volunteer feedback/surveys; email feedback from community group leaders, teachers, and community partners; facilitator feedback forms)
- Devise and deliver qualitative data collection face-to-face; this could include focus groups; interviews with community group leaders, teachers, community partners, local stakeholders, and trustees; observations of activities; and reflective sessions with the client team
- Design bespoke solutions for collecting, recording and interpreting data related to the project, its objectives and deliverables to ensure that performance can be fully evaluated and reported on
- Ensure that evaluation methods are appropriate for priority target audiences, designing bespoke approaches with the client team where applicable. Tailor methods to specific activities and audiences.
- Collate data sets into formats and reports as required by different stakeholders

Development Phase

We expect the Development Phase evaluation to be formative, with a focus on process and project design. The evaluator will need to:

- Provide an action plan for evaluating the Development Phase
- Attend monthly progress meetings during the Development Phase

- Capture baselines relating to all elements of the project
- Review and update the logic model with the project team, to reflect any changes and updates since the May 2025 submission
- Assess how project design is meeting the intended outcomes – ensuring the links in the logic model between activities and outcomes make sense, identifying any weakness in project design, and making recommendations for improvement
- Support the Activity Planner with the evaluation of pilot events
- Draw up a detailed Evaluation Framework for the Delivery Phase, which will be submitted with the application. The Evaluation Framework should include a set of indicators for each outcome, including quantitative indicators such as reach to target audiences and number of people engaged in different activities; and qualitative indicators such as visitor perceptions and participant wellbeing. The framework should also include proposed evaluation methods and an action plan for delivery.
- Lead a reflection session with the project team prior to the Development Phase completion
- Produce an interim mid-term evaluation report
- Produce the Development Phase evaluation report, which will reflect on the Development Phase achievements and lessons learnt, and provide recommendations for the Delivery Phase

Delivery Phase

We expect the evaluation during the Delivery Phase to have a greater emphasis on outcomes measurement, with each strand of activity (restoration works, community engagement, volunteering, business plan, etc.,) measured against the indicators set out in the Evaluation Framework.

The evaluation will continue to draw out organisational learning around what is working and what isn't – the success factors and lessons learnt – and make recommendations to improve the project as it progresses.

The evaluator will need to:

- Meet quarterly with the team to action plan for the coming period, and support the team in between on an informal basis
- Refine evaluation methods for activities as they are further developed, design evaluation tools as needed, and support the team to implement these; providing training and troubleshooting as necessary
- Observe an agreed number of activities and arrange for these to be recorded e.g. quality photographs; ensuring all consents are gathered
- Build a portfolio of example activities and case studies as they are delivered to include a range of media e.g. high-quality photographs, illustrations, graphs and quotes as well as narrative, ensuring all consents are gathered
- Conduct interviews and debriefs with a range of stakeholders as activities and capital works are delivered, and/or prior to each interim review and final report –

it is essential that the capital works are evaluated before contractors leave site in order to effectively evaluate this aspect of the project

- Analyse all data collected, drawing together findings and themes
- Lead interim reviews on an annual basis. These could take the form of a formal report, or a workshop with the team, with minutes and recommendations for the coming period produced. Please indicate your proposed approach
- Capture end of project data that can be compared against baseline data collected during the Development Phase
- Produce a final evaluation report which brings together all findings and discussions, evidencing the project's achievements against its outcomes, as well as any unexpected outcomes. The report should include an Executive Summary that can be made publicly available
- Support the project and client team in disseminating the findings of the project more widely for example speaking at conferences, sector engagement events and taking part in further training for the client team

The evaluation will measure the difference the project is making to people, heritage, communities, and for the organisation, and how it has supported the Heritage Fund's Investment Principles, and beyond. It will assess the extent to which Benton End has engaged priority target audiences, and the difference the engagement has made to them. The Evaluation Consultant should also capture any outcomes or impact which were not planned and ensure that this is captured in a meaningful way beyond report templates.

The appended logic model sets out in outline the difference the project intends to make, and the activities that will lead to these outcomes.

The evaluation will also encourage and capture reflective learning, exploring successful models of working and lessons learnt along the way. Recommendations arising from the evaluation will help the team to refine and improve the project as it evolves.

4. Skills and Experience Required

- Proven track record of evaluating complex capital heritage or arts projects, preferably Heritage Fund-funded
- Experience working with Grade II* listed buildings and conservation-led projects
- Strong time management and prioritisation skills
- Experience collaborating with multidisciplinary teams
- Excellent communication and stakeholder engagement skills
- Familiarity with Heritage Fund evaluation processes
- Knowledge of sustainability standards
- Commitment to inclusive ways of working

5. Project Timeline

Development Phase: April 2026 – August 2027

Milestones:

- By end June 2026: Evaluation Consultant appointed
- August 2026: All consultants recruited and begin work on project
- December 2026: Client review and sign-off for RIBA stage 2
- Winter 2026/7: Production of interim mid-term evaluation report
- March 2027: Provide draft Development Phase evaluation report for client review
- May 2027: Client review and sign-off for RIBA stage 3
- July 2027: Submit development phase evaluation report and all delivery phase plans
- August 2027: Delivery phase application submitted
- December 2027: Decision from Heritage Fund

Delivery Phase: 2028 – 2031

6. Budget

- The project's overall target budget is £4.9 million, inclusive of VAT.
- Evaluation Consultant fee is a maximum of £17,500 (excl VAT) for the Development Phase and a maximum of £20,000 (excl VAT) for the Delivery Phase
- The fee above includes all travel and expenses. Regular attendance onsite is expected

7. Deliverables

- Review and gathering of baselines
- Development Phase evaluation plan
- Client team training
- Data collection (planning and delivery)
- Logic Models
- Evaluation frameworks
- Delivery Phase application documentation
- Delivery Phase evaluation plan

Interim and final evaluation reports in both phases

8. Application Requirements

Please submit the following to bentonend@gardenmuseum.org.uk by 5pm on Wednesday 20 May 2026

- At least one, and up to two examples of evaluation you have delivered for a similar project – this could be in case study format, or executive summaries / excerpts if you cannot share full reports
- At least one, and up to two references directly relating to the projects above
- CV demonstrating relevant experience and examples of previous projects – if more than one consultant then CVs and highlighted experience of each team member
- Fee proposal for Development Phase and indicative fee for Delivery Phase
- Outline methodology and approach
- Confirmation of insurance (minimum £1 million Professional Indemnity and £1 million Public / Employers Liability cover, or ability and willingness to obtain)

Please submit clarifying questions to bentonend@gardenmuseum.org.uk by 5pm on Wednesday 6 May 2026.

9. Tender evaluation / weighting

Selection of the successful consultant(s) will be based on:

- a) Proven example(s) of recent, similar work at an equivalent level of complexity and heritage significance **(25%)**. No page limit. Please note this will represent the first sift and tenderers not meeting this requirement will not progress further
- b) CV including previous roles and responsibilities, and any relevant experience not covered by the above. **(15%)**. Page limit of 4 sides of A4, including any supporting imagery
- c) Methodology, including any commentary on the proposed Development Stage programme **(20%)**. Page limit of 6 sides of A4, including any supporting imagery
- d) Understanding of the brief, assessment of key issues and how objectives will be met **(10%)**. Page limit of 4 sides of A4, including any supporting imagery
- e) Value for money **(30%)**

10. Decision making process

Tenders will be assessed and moderated by members of the Garden Museum Senior Management Team and at least one trustee.

Shortlisted candidates may be invited to interview.

A final evaluation report with a recommended appointee will be submitted to The National Lottery Heritage Fund for approval.

11. Appendices

- Benton End Revived evaluation Logic Model, May 2025 – see next page
- 'Benton End Revived' Procurement Guidelines; containing further information and appendices relevant to the project, including the Development Phase Approved Purposes

This opportunity is made possible thanks to The National Lottery Heritage Fund and National Lottery players.

GARDEN MUSEUM

Benton End Revived

Appendix to Evaluator Brief: Logic Model



<p>The need for this project</p>	<p>Benton End, a place of significant artistic, horticultural and creative heritage, is at risk of being permanently closed to the public. The Garden Museum have been presented with a unique opportunity to transform this space into a cultural centre that will benefit a wide range of people. The project addresses social issues such as a lack of safe spaces for queer people, and people with mental health issues including school age children and young people; accessible gardens for people with physical disabilities such as sight loss, and lack of diversity within the professional horticultural sector.</p>
<p>Impact (beyond the lifetime of the project)</p>	<p>A new national centre where creativity and horticulture meet will inspire future generations. People in Hadleigh will experience a greater sense of connection within their local community, with access to a safe space for creative expression, self-discovery, and mental and physical wellbeing. Benton End will contribute to the next generation of horticulturalists, nurturing talent and passion, and helping diversify the sector.</p>
<p>Inputs</p>	<p>Funding; new staff team at Benton End; contribution from Garden Museum staff team; partnership contribution.</p>

<p>Outcomes (what will change during the lifetime of the project)</p>	<p>Outputs (which activities will lead to these changes?)</p>	<p>Indicators (we will know this change has happened if...)</p>
<p>The intangible heritage, ethos and values of Benton End will be captured and shared – as a liberal arts school, the mingling of disciplines of horticulture, art and cookery. Its national significance to queer history as a place that offered a safe haven for gay people at a time when homosexual acts were illegal will be</p>	<p>The creation of a permanent display telling the story of Cedric and Lett, including long-term loans from private and public collections</p> <p>The establishment of an archive of the art school, and a permanent collection of pupils’ work</p>	<p>Visitors and participants will say that they have learnt something new about the intangible heritage of Benton End, and that what they have learnt has made them think differently.</p> <p>LGBTQIA+ people be well represented amongst visitors, digital audiences and funded activities. They will rate their experience highly, and say</p>

<p>interpreted, celebrated and shared.</p> <p><i>(Heritage Fund Investment Principles: saving heritage; inclusion, access and participation)</i></p>	<p>The display of works from the Garden Museum collection on its theme of art and gardening</p>	<p>that they feel welcome, safe and supported. Experts in queer history will say that stories are sensitively interpreted and bring new knowledge and understanding.</p>
<p>A building and garden of significant architectural and social heritage will be restored, made resilient and shared with the public.</p> <p><i>(Heritage Fund Investment Principles: saving heritage; protecting the environment; inclusion, access and participation)</i></p>	<p>The restoration of the Grade II* listed house and the art school spaces inserted in the 1940s, and its conversion into an arts and learning centre on the basis of a feasibility study by Ptolemy Dean Architects</p> <p>Restoration and continued development of the gardens</p>	<p>Experts say that the restoration of both the building and the garden have been completed to a high standard with a conservation focus, and that they reflect the original ethos of Benton End</p> <p>People with access needs will be well represented amongst visitors, and through funded activities. They will rate their experience highly, and say that they found their visit easy to organise and enjoyable</p>
<p>The work of Cedric Morris and Lett Haines will be shared with a wider range of people, and provide a springboard for creativity and wellbeing activity</p> <p><i>(Heritage Fund Investment Principles: inclusion, access and participation)</i></p>	<p>Programmes within the Activity Plan focusing on creativity and wellbeing</p> <p>A vibrant plan of fee-paying courses in art, floristry, food and writing, for a national audience</p> <p>A programme of artistic residencies to continue the story of the artist and the garden, with exhibitions within the house</p>	<p>Visitors and participants will engage in creative activities and rate them highly. They will say that they have had a positive impact on their wellbeing</p> <p>Artists in residence will say that the project has had a significant impact on their career trajectory and their creative practice</p>
<p>People will gain skills in horticulture and conservation that will enable to them to access professional sectors that have traditionally been exclusive</p> <p><i>(Heritage Fund Investment Principles: saving heritage;</i></p>	<p>A training programme for young horticulturalists who reflect priority audiences, in partnership with the Garden Museum and training providers</p> <p>Heritage Skills courses</p>	<p>Young people, training providers and mentors will say that they are developing skills that will help them in their future career</p> <p>Trainees will go on to secure horticulture jobs</p>

<p><i>protecting the environment; inclusion, access and participation)</i></p>		<p>People participating in heritage skills courses will rate them highly and say they have learnt new skills</p> <p>Some participants will convert to regular volunteers</p>
<p>People from marginalised backgrounds will feel that they have a safe space to meet, share, learn and contribute</p> <p><i>(Heritage Fund Investment Principles: inclusion, access and participation)</i></p>	<p>Programmes within the Activity Plan designed for priority target audiences</p>	<p>People from target audience groups will be well represented amongst visitors, and particularly through funded activities</p> <p>These audiences will rate activities highly, and say that they feel welcome, safe and supported</p>
<p>Biodiversity within the garden will increase, and unique species will continue to be protected</p> <p><i>(Heritage Fund Investment Principles: protecting the environment)</i></p>	<p>Restoration and continued development of the garden</p> <p>Programmes within the Activity Plan, including volunteering, designed to engage people with the garden</p>	<p>Biodiversity surveys will evidence maintained and increased diversity</p> <p>People participating in programmes will say that they have gained skills and understanding in promoting and protecting wildlife</p>
<p>Benton End will be financially sustainable beyond the lifetime of the Heritage Fund project</p> <p><i>(Heritage Fund Investment Principles: organisational sustainability)</i></p>	<p>A Business Plan pivoting on the ability to rent out the house as a holiday let, with a number of festivals</p> <p>A new volunteer programme to support the house and garden</p>	<p>Business Plan forecasts are met</p> <p>Staff and volunteers develop skills which contribute to Benton End, and want to continue their involvement beyond the completion of the project</p>

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