



Invitation to Tender for Evaluation Consultant for the Inspiring Everyone: RAF Museum Midlands Development Programme

Reference: MDP-EVAL-2025

1. Introduction

The RAF Museum seeks to appoint a consultant to carry out formal evaluation of the delivery of the Inspiring Everyone: RAF Museum Midlands Development Programme.

2. Background

Our Vision is to inspire everyone with the RAF story - the people who shape it and its place in our lives.

The Royal Air Force (RAF) Museum is dedicated to preserving and sharing the incredible story of the RAF, exploring its impact on society, technology, and global events through the stories of its people and our national collection. Through Strategy 2030 we are deepening our focus on immersive storytelling and encouraging reflection and debate. Our recent achievements include a £26M transformation of our London site for the 2018 RAF Centenary, which opened to time and budget attracting 989,600 visitors across our sites, a 39% increase, and expanding our audience diversity.

Building on this, the Inspiring Everyone: RAF Museum Midlands Development Programme will both deepen and broaden engagement within the region. We know the Midlands has some of the UK's most deprived areas with high levels of social isolation and poor health outcomes. We will create opportunities accessible to all for people to improve skills, wellbeing, and community cohesion, and increase our Midlands visitor numbers from 395,704 in 2022/23 to 554,000 by 2030/31.

3. Our Programme

The Inspiring Everyone: RAF Museum Midlands Development Programme will act as a catalyst for the Museum to step up and into our new identity as RAF Museum Midlands serving local, regional and national communities onsite, offsite and online.

Through an expansive multi-strand engagement programme and the transformation of our spaces, the Museum will act as an Anchor Institution regionally, positively contributing to skills development and local investment.

The Museum is placing access and inclusion at the heart of our engagement programme in our mission to tackle unequal access to heritage and create positive outcomes for everyone that engages with us. Barriers relating to socio-economic background, ethnicity and disability will be tackled across audiences to encourage the widest range of people to engage and ensure that the whole community can take part equally, confidently and independently.

By embedding co-creation from the start, the Programme is empowering audiences to shape, influence and be actively involved in the creation of new interpretation, programmes and facilities resulting in a welcoming, relevant offer which promotes inclusion and social connectedness.

Through the Programme the Museum will:

- Become a valuable resource for our Midlands community
- Ensure our collection will be better understood, cared for and more widely shared
- Work with partners to involve people in their local and RAF heritage developing their skills and improving their wellbeing
- Work with our audiences to share RAF stories that are relevant to their lives and lived experiences inspiring them to fulfil their own potential
- Move towards our target of being a Carbon Net Zero organisation
- Be more resilient and able to support our community in the future.

The Museum has ambitious targets to increase our core audiences as well as reaching new underserved audiences.

Taking a strategic approach to long term partnership working is central to the Museum achieving our goals. We are working with partners to reach and sustain new audiences and enable active inclusion work which minimises disadvantage, meets the needs of communities and encourages participation.

Capital investment will be a platform for this engagement, offering opportunities for audiences to be involved in co-creation as well as being fundamental to delivering our aims to reach more and a wider range of people and achieve Carbon Net Zero.

The transformation programme comprises the Inspiring Engagement Programme underpinned by capital delivery of a new-build Collections Hub, a Learning Centre and a contemporary exhibition in a refurbished hangar, co-created interpretive interventions across the site, and a new public realm.

- The **Engagement Programme** (Activity Plan) will harness the power of RAF heritage (our national collection and the stories of RAF personnel) to connect with audiences who are currently under-represented at the Museum. It will encourage and support our communities to celebrate their creativity in sharing this heritage in their own voices, offering fresh perspectives and insights onsite, offsite and online. The Activity Programme will be delivered across three interwoven strands: Your Heritage - Your Voices - Your Museum.
- We will foster local pride and belonging, providing a welcome in and springboard out to our communities through a purpose-built **Collections Hub**. Moving our collection from inaccessible storage to our public site will support the Inspiring Engagement Programme, sharing objects out in our communities, online and onsite with activities including conservation, research, digitisation, and collections-inspired skills-development and creative sessions.
- An innovative nationally relevant **exhibition** will focus on the critical role of the Royal Air Force since 1980, inviting visitors to discover its mission today and imagine how the service will adapt in the future as it takes on responsibilities for Space and Cyber defence. Co-created content and designs from the Engagement Programme will be

an integral part of these new displays as well as being layered across the site and shared across the region.

- The development of a new **public realm** will encourage outdoor learning, discovery and contemplation. We will increase biodiversity and create spaces in which visitors and our team can learn about and connect with nature, improving their physical and mental health.
- A state-of-the-art **learning centre** will provide bespoke facilities dedicated to the development and delivery of lifelong learning activities for a wider range of audiences. Our Inspiring Engagement Programme will ignite curiosity and build skills in subjects ranging from science, technology, engineering and maths, to geography, art and design.

The Inspiring Everyone Programme will help to define and create a new RAF Museum, firmly anchored in our community supporting us to reach out across the Midlands and the nation.

For further information on the project please refer to:

- Document 2 - the Activity Plan which includes Evaluation proposals as an appendix
- Document 3 - the associated Action Plan .

4. Requirements

Objective of the Evaluation of the Inspiring Everyone Programme:

To use qualitative and quantitative data collection and analysis to provide summative evaluation of the project in order to provide robust metrics and advice on lessons learned.

5. Detailed Requirements

Consultant Deliverables

The consultant will deliver services as per the brief below:

The work will include the production of an evaluation plan and reports as well as training for staff and volunteers.

The plan will be prepared and agreed prior to the new exhibition opening in summer 2027 and set out how the agreed metrics will be measured. Training for staff and volunteers will also be carried out in this period.

Evaluation will be carried out in order to report in October 2027 and October 2028. The reports will include the response to the capital works and the post capital activity programme (which runs from summer 2027 to December 2028).

Stage 1: pre-exhibition opening Delivery Phase:

- Review the existing evaluation methods used by the Museum and identify any gaps.
- Design a framework that will measure the outputs and outcomes of the National Lottery Heritage Fund supported project. The framework will include:
 - what data will be collected
 - how achievement will be monitored and evaluated

- how the results will be reported
- how the results will be used to inform future programming and forward planning.
- Produce an evaluation plan for 2027-2028
- Produce evaluation materials and tools to be used by the RAF Museum staff and volunteers to collect evaluation data providing support to the Project Lead and Marketing and Comms team to help them establish the wider delivery stage evaluation approach and create any new recording systems required.
- Train staff and volunteers in evaluation techniques.

Stage 2: post-exhibition opening delivery phase:

- By end October 2027 and end October 2028 carry out onsite quantitative and qualitative data collection including demographics and visitor experience.
- Carry out data analysis on each occasion and create evaluation reports which meet National Lottery Heritage Fund requirements.

Paid staff and volunteers can support collecting quantitative data for the evaluation of the project.

The consultant will be given access to the RAF Museum's regular visitor research programme data.

There will be a number of 'touch points' during the project lifetime to ensure that the evaluation techniques are continuing as required.

Summary of outputs

The consultant will write an evaluation framework, in keeping to NLHF guidelines and will have specific responsibility for the following outputs:

- Development of an evaluation framework
- Design of evaluation materials and tools to be used by paid staff and volunteers
- A series of training/mentoring sessions for staff and volunteers in evaluation techniques
- Production of two Programme evaluation reports:
 - A pre-exhibition opening evaluation report by October 2027. This will incorporate the evaluation of the capital phase and exhibition build.
 - A final post-exhibition opening evaluation report October 2028. This will incorporate the evaluation of the activity programme.

Skills required

The consultant should have experience and expertise in:

- Quantitative and qualitative evaluation of heritage projects
- Evaluation of significant capital works projects
- Analysis of data, outputs and outcomes
- Working with heritage organisations
- Writing evaluation documents to NLHF guidelines
- Ability to write clear and accurate copies.

The successful tenderer will demonstrate the following social values:

- Passion for sustainability in all areas helping us move to Carbon Net Zero
- Passion for Access for All – physical, intellectual, emotional, social and aesthetic
- Willingness to adopt our project approach to help us reach and include identified priority audiences
- Understanding and experience of the importance of consultation, cocreation and evaluation
- Willingness to work as part of our team alongside paid staff, volunteers and our local communities developing their skills and supporting everyone to share their ideas and have their voices represented.

6. Available documentation to assist with understanding of requirements

- Document 2 - The Activity Plan (referenced above)
- Document 3 - Action Plan (referenced above)
- Document 4 - The NLHF Round 2 application form
- Document 5 - Baseline data from the Museum's visitor and non-visitor research
- Document 6 - The Museums' Audience Development Strategy
- Document 7 - The Museum's Communications Plan

7. Responsibilities

The appointed individual or company will at all times ensure:

- Compliance with Health & Safety at Work Act (including risk assessments, method statements, and relevant certification) and be able to show proof if required.
- Compliance with the Data Protection Act 2018 (GDPR)
- Compliance with the RAF Museum's Code of Conduct and Safeguarding Code of Conduct
- We will require evidence of Professional Indemnity and Public Liability insurance cover.

8. Location

The project will be delivered at the RAF Museum Midlands, Lysander Avenue, Cosford, TF11 8UP. Some meetings/workshops may be held online.

9. Key dates

The **Inspiring Everyone: RAF Museum Midlands Development Programme** project delivery phase will run from May 2025 to end December 2028.

Review points with the Museum team will be agreed.

10. Tender Submission

The tender submission should consist of:

A. Quality Submission (in a maximum of 10 A4 sides) answering the following questions:

1. Skills and Social Value

Please provide evidence demonstrating how your organisation meets the skills and social value requirements outlined in **Section 5** of this Invitation to Tender.

2. Methodology, Programme and Team

Please describe your proposed methodology, programme, and team structure for the delivery of this project including CV's of key project personnel where relevant.

3. Relevant Experience

Please provide evidence of two similar projects your organisation has delivered, including (but not limited to):

- Client name
- A brief project description
- Project size and scope

References must be capable of being provided for each project listed as relevant experience.

B. Cost plan:

A cost breakdown based on the provision of all services detailed in your project methodology. Please provide an indication of how many working days are covered by this provision and divide costs between the survey and each of the training/mentoring options. Please break your costs down into the following areas excluding VAT:

- Fee with breakdown of what is covered – surveys/training etc which should cover all activities listed in Section 5
- Allowance for any travel for all activities listed in Section 5
- Hourly and day rates for additional work not included Section 5
- Rates for additional travel not included in Section 5

11. Tender process

11.1 Timescales

Final tender submission date:	9.00am Monday 10 November
Final date for clarification questions:	5.00pm Friday 31 October
Anticipated Tender Award date	Friday 28 November
Anticipated Contract Start date	Monday 15 December

11.2 Tender Evaluation - Weighting

Demonstration of skills and social values	20%
Methodology, programme and team	30%
Experience of similar projects	20%
Price	30%

11.3 Tender management and further information

The process and commission will be managed by Stephen Richards, Head of Major Projects and Programmes. For any queries regarding to the commission, please raise these through

the Find-a-Tender Portal or at Tender>Returns@rafmuseum.org. Please do not contact Stephen directly or any other staff at the RAF Museum.

The submitted tenders will be assessed by an internal panel consisting of:

- Director of Content and Programmes who is the Project Director for this project
- Head of Major Projects and Programmes
- Comms and Marketing Manager

With a cost review by our Finance team.

11.4 Submission

Submissions should be made by the closing date 9.00am Monday 10 November 2025 through the Find-a-Tender portal or to Tender>Returns@rafmuseum.org quoting reference MDP-EVAL-2025