



Restoring Pugin Evaluation Consultant

Brief

July 2025

Project Background

Organisation profile

The Diocese of Nottingham was established in 1851. It promotes the Catholic faith and supports the spiritual life and Christian service of its people. It provides 178 places of worship and 86 Catholic schools across the East Midlands. Nottingham Cathedral is its Mother Church. It serves a diverse and disadvantaged inner city parish as well as providing a focus for diocesan and city events. The Cathedral is open from 7am to 7pm 7 days per week. Times of worship are 7.30am and 1pm on weekdays and 8am to 12.30pm on Sundays.

Sunday mass attendance increased from 750 in 2023 to 900 in 2024. Overall we estimate annual mass attendance to be 75,000. There are around 2,500 regular attenders. We estimate non-worship casual visitors (not including event attendances) to be around 24,000. These are people coming in to light a candle, to sit in peace for a while, or just to look around.

Cathedral heritage

Nottingham's Roman Catholic Cathedral was designed by Augustus Welby Northmore Pugin (1812-1852) and completed in 1844. It is listed Grade II*. It was consecrated as the Cathedral of the newly restored Catholic Diocese of Nottingham in 1851. At the time of completion it was the largest Catholic church to have been built in England since the Reformation. At Nottingham Pugin developed his vision of the importance of the chancel and screen to the sanctity of the Mass, which in turn influenced the Oxford Movement and the development of Anglo-Catholicism.

In his short life Pugin was one of the most influential champions and exponents of Victorian Neo Gothic architecture and decoration. His influence on George Gilbert Scott and William Morris is well-documented. His fame was assured through the design of the Elizabeth Tower (Big Ben) and his work on the Palace of Westminster. The Cathedral at Nottingham was one of his proudest achievements. He designed the exterior in the simple Early English style, in order to devote budget to the lavish internal decoration of a Mediaeval church.

The Cathedral was last decorated in 1993 and is in urgent need of redecoration. We have spent the last seven years working out the best way to achieve this. Conservators have undertaken paint tests and investigations using different methodologies in 2019, 2021, and 2023-4. We received funding from The National Lottery Heritage Fund in 2018 (Discovering Pugin project) and again in 2023 for the development phase of a major project to restore the original decorations to the east end – 3 chapels and the connecting ambulatories. The Heritage Fund has now confirmed a grant of £1.7 million towards a £2.3 million delivery phase.

Restoring Pugin project aims and benefits

We will restore AWN Pugin's original rich neo-Gothic decorative scheme to the walls and ceilings of the three east chapels and connecting ambulatories at Nottingham Cathedral. These are decorations of outstanding significance and rarity which help explain the birth of the Gothic revival. We will tell this story in a range of traditional and innovative ways. In addition to restoration work our project will:

- attract 20,000 audiences over 20 months to our events and activities programme
- provide excellent interpretation of our historic Cathedral
- provide excellent public engagement with our discoveries and our heritage story

- work with partners to reach disadvantaged communities in particular asylum seekers, and families with SEND children
- work with schools and NTU to promote heritage career options to young people from communities who would not normally consider them, using *Pugin's Revival* video game
- improve the skill base of the paint conservation sector by employing a full time trainee
- train at least 50 new volunteers in visitor engagement and event management
- employ and train 4 heritage career starters for 36 days each
- enable us to become more sustainable as an organisation
- make us an active partner in Nottingham and regional heritage events and initiatives.

Benefits of Restoring Pugin are as follows:

1. Restoration of a rare survival of a Victorian Gothic decorative masterpiece in the east end of the Cathedral
2. Improvement in the skill base of the paint conservation sector through a paid paint conservation traineeship
3. Explanation of the science and art of historic paint research and conservation to a wider public via a short film and a series of events to different audiences
4. Establishment of the Cathedral on the heritage map of Nottingham so that the story of Pugin and the beauty of his work can become better known
5. Promotion of heritage career options to young people from communities who would not normally consider them, with a focus on neural diversity and inclusion
6. A VR experience to explain the changing paint schemes of the Cathedral to a wide audience
7. Teaching young people (age12-17) about the needs of historic buildings and the impact of different conservation interventions via a video game experience(created in the development phase by Nottingham Trent University)
8. Training 50 volunteers in visitor engagement and event management skills
9. Attracting a wide range of new visitors to the Cathedral
10. Active partnership in Nottingham and county heritage events and initiatives.

New signage will ensure that everyone is made to feel welcome and invited to visit. There is no charge. New interpretation inside and outside will include panels, leaflets, a guidebook, an interactive touchscreen and audio tour. We will offer more regular guided tours and participate in city-wide events such as Light Night, Festival of Science and Curiosity, Heritage Open Days etc.

We will offer regular craft based holiday workshops for families.

Visitors and engagement

In 2022 -23 the Cathedral achieved approx. 2,000 non-worship events visitors. The non worship events comprised Light Night, Heritage Open Days and 2 concerts all organised by the Friends of the Cathedral.

During our Restoring Pugin development phase September 2023 to September 2024 we undertook 39 activity-based events and 45 guided tours. We reached 8500 audiences via these events. Nearly half of these came to our Light Night installation (2 nights), around 650 to Festival of Science and Curiosity (2 days), around 300 to Heritage Open Days (4 days). 72% of audience survey respondents were first time visitors.

We have developed good relationships with Rumbletums Café (work experience for young people with special educational needs), Refugee Roots, Christian Action Network, Nottingham Playhouse, NG1 (local Derby Road businesses group) and with the Nottingham SEND Keyworking Team. We collaborate to support their users with appropriate activities.

We undertake focussed engagement work with 2 marginalised and harder to reach groups: Families with children with SEND, and migrants and asylum seekers. We held 3 Pugin related crafts workshops for asylum seeker families and are developing relationships of trust with refugee women and children living in a nearby city centre hotel. We have won extra funding from the City Council for a programme to provide welcome and wellbeing activity for the women in the Cathedral Hall. We held 10 events for families and/or young people with SEND with a focus on crafts and on careers options. For this work we are partnering with Notts SEND Keyworkers Forum, Bennerly Fields Special School, Rumbletums Café, Notts Refugee Council and Refugee Roots to develop our offer to these groups.

We expect to welcome nearly 20,000 visitors over the 20 months of the Restoring Pugin Delivery Stage, broken down as follows: HOD x2 – 1000. Festival of Science and Curiosity x2 – 1000. Light Night x2 – 8000. Luxmuralis installation x5 nights – 5000. Careers events x16 – 400. Arts & craft workshops x30 – 600. Other one off events – 3000. Guided tours for schools x10 & other groups x60 – 750.

We expect that there will be around 8,000 **event** visitors per year going forward i.e. attending Heritage Open Days, Light Night, tours, talks and workshops. We expect **casual** visitors to the Cathedral to increase from approx. 24,000 to around 35,000. This increase will be the result of raised awareness that there is something rare and spectacular to see there, and as a result of the improved welcome and visitor experience.

Target audiences- existing and new

Existing congregation, volunteers and users of the Cathedral including Friends of the Cathedral

1. Current and new residents of Nottingham including recent migrants, families with children with SEND, young people with mental health conditions in particular those exacerbated by the pandemic, socially isolated people,
2. Secondary schools in Nottingham with higher than average SEND pupils and those in areas with poor social mobility
3. Young people studying or recently qualified in paint conservation
4. Young people studying at NTU and the University of Nottingham
5. People working in Nottingham
6. Visitors to Nottingham, staying with friends and relatives and international tourists staying in the area

We are now looking for a skilled **Evaluation Consultant** to assess the effectiveness and impact of our project against our aims.

Restoring Pugin Project Delivery Phase	
Role Title: Evaluation Consultant	
Days: approx. 35	
Contract Value: £14,000	
Contract length: days to be delivered between August 2025 and January 2027	
Responsible to: Project Manager	Responsible for: Heritage Assistants and volunteers in data collection and analysis
Deadline to apply: 15 August	Interview dates: w/c 18 August
Funding: The National Lottery Heritage Fund	

Overall purpose of the post

Your primary role will be to lead the evaluation of the Delivery Phase for the Nottingham Cathedral Restoring Pugin project with stakeholders, partners and a wide range of audiences. You will develop an evaluation framework following The National Lottery Heritage Fund guidelines, design the appropriate materials and ensure the data collection is undertaken with appropriate professional rigour.

This role will be freelance and work from home, however, you will need to undertake work at Nottingham Cathedral and possibly other locations in Nottingham.

You will be responsible for your own tax, insurance, pension and equipment.

Objectives of the Evaluation

The evaluation will help us understand:

1. **Impact on the community:** Assess how the Restoring Pugin project has engaged the local community, increased awareness of the Cathedral, and broadened the range of those who engage with us. In particular assess our impact on the SEND community, the refugee and asylum seeker community, and the wider cultural offer of the city of Nottingham.
2. **Learning and participation outcomes:** Evaluate the effectiveness of the conservation video game and careers pack, mural project, guided tours, and our wide range of workshops and community events in enhancing knowledge of the Cathedral and Pugin, and engaging audiences.
3. **Welcome and interpretation outcomes:** Evaluate the effectiveness of our new welcome and interpretation strategy and resources as they develop; gain feedback so that we can continuously improve.
4. **Heritage conservation:** Assess the quality and outcomes of the restoration and reinstatement of the original decorations by interviewing the conservation and design team leaders and external stakeholders. This will also include evaluating the impact of the restoration on new and existing audiences.
5. **Project Management and Delivery:** Examine the efficiency and effectiveness of project management including communication, and timeline adherence.
6. **Sustainability and Legacy:** Evaluate the project's long-term impact, including the learning of trainees and volunteers, and systems for ongoing maintenance and engagement post-project.
7. **Volunteer Programming-** evaluate the progress of the project in terms of meeting its goals for volunteer development and programming. Collect and report on data from existing and new volunteers both at the beginning of the programme and at the end. Report on wellbeing and skills development outcomes.

Scope of Work

The consultant will:

1. Develop a detailed evaluation framework based on the project's objectives, including specific criteria, indicators, and tools for measuring success.

2. Develop outcomes, and measures of success with the Project Board. Align with the Activity Plan Action Plan by identifying outputs, targets and methods of data collection.
3. Develop a tracker to record:
 - Visitor numbers at the Cathedral
 - Visitor numbers at events and activities
 - Visitor and volunteer demographics where possible
 - Volunteer numbers
 - Volunteer hours
4. Conduct qualitative and quantitative data collection, such as interviews, focus groups, surveys (physical and digital), analysis of social media and other online engagement and on site observations.
5. Consult/ undertake evaluation with stakeholders including the project team, volunteers and Friends of the Cathedral, community partners, workshop participants, visitors and passers-by to ensure we understand what elements of our project and working and where we need to improve.
6. Ensure data is collected and analysed professionally according to data protection laws throughout the project and beyond. You will ensure that the data collected serves to deliver our Evaluation objectives.
7. Undertake formative evaluation to test emerging interpretation materials.
8. Provide ongoing progress updates to the project team, allowing for adjustments in project delivery based on preliminary findings. Ensure that the information is collected and recorded throughout the contract duration.
9. Support the Heritage Assistants' (see below) and volunteers' learning in evaluation skills, principles and best practice.
10. Produce a final evaluation report, summarising findings, providing insights, and offering actionable recommendations for future projects.

Key Deliverables

1. **Evaluation Framework:** A structured framework detailing methods, tools, and timelines for data collection and analysis. Your evaluation framework will align with National Lottery Heritage Fund requirements.
2. **Interim Report:** A progress update with preliminary findings to inform project adjustments.
3. **Final Report:** Comprehensive analysis with evidence-backed conclusions and recommendations, including visuals (charts, graphs) and anonymized participant quotes where applicable.

Management and resources

1. You will be responsible to the Project Manager and report via them to the monthly project team. NB you will be required to attend the meetings (virtually or in person) 2-3 times over

the course of the contract at key milestones.

2. You will have the support of the Engagement Manager who is responsible delivering the Activity Plan. Facilitating evaluation is a key part of their job description.
3. You will be able to draw on the resources of our Heritage Assistants and volunteers for data collection and analysis. Heritage Assistants are freelance heritage career starters who can be tasked with undertaking surveys, collating data, and helping with focus groups. They are managed by the Engagement Manager but are available for evaluation tasks, e.g. at events. Evaluation and research tasks are a key part of their job descriptions and learning goals. We will have a team of 4 Heritage Assistants and a number of student work placements and other volunteers. Assume a total of around 40 days support from HAs and around 20 days from volunteers.

The table below summaries the qualities, skills and attributes we are seeking in the Evaluation Consultant.

Qualities	Essential	Desirable
Knowledge & Experience	<ul style="list-style-type: none"> • Significant experience of evaluating projects within the cultural sector • Good experience in producing evaluation schemes and documents for National Lottery Heritage Funded projects, including project management and reporting • Experience of developing, delivering and leading in evaluation programmes. 	<ul style="list-style-type: none"> • Experience of working with churches or cathedrals • Experience of working with volunteers on research tasks
Skills & Abilities	<ul style="list-style-type: none"> • Effective in building relationships with partners, and stakeholders at all organisational levels • The ability to manage multiple work strands and prioritise your workload. • The ability to delegate and work efficiently with your team 	
Characteristics & Attributes	<ul style="list-style-type: none"> • You can bring out the best in people, facilitating personal development for volunteers/ HAs and project stakeholders. • You are happy to work outside of your comfort zone and think laterally to tackle new challenges effectively. • You have a deep appreciation for heritage including a good understanding of the challenges and opportunities facing the sector. • You will have an understanding of, and commitment to equality and diversity. 	
Other requirements	<ul style="list-style-type: none"> • Able to travel to Nottingham Cathedral for key meetings/events 	

Indicative timeline

- Evaluation Framework: mid-late September 2025
- Data collection: September 2025-February 2027
- Interim report: June 2026
- Final report : March 2027

Application Process

Please submit a short proposal which includes:

- a description of your approach to the project
- examples of previous relevant evaluation work including where you have worked with volunteers and/or client staff on data collection
- CVs of all who will be involved
- a cost breakdown per task which shows your daily rates, number of days per task, including estimated input required of Heritage Assistants / volunteers, together with the total cost
- contact details including email addresses and phone numbers for 2 referees for whom you have undertaken work of similar scope and scale.

Please send your proposal to the Project Manager :

Jane.hellings1@btinternet.com copied to Cathedral@dioceseofnottingham.uk

Tenders will be scored as follows:

- Value for money: 30%
- Quality of proposal: 70%

Deadline: 9am Monday 18th August.

If deemed necessary, interviews will be held week commencing 18th August.