

Information to Tender for Evaluation Consultant

Issue date: 7 October 2026

Response date: 11.59pm Monday 30 November 2026



Background

The Twentieth Century Society (C20) is the UK-wide charity, which campaigns to protect the best recent UK heritage – a huge range of amazing buildings constructed from 1914 onwards. We advise building owners, professionals and planning departments; make the case for buildings to be listed, preserved and retrofitted, run lectures, trips and tours, publish popular and academic books; and lobby the press.

We raise over £300,000 annually to do this, from sources including regular, high net worth and professional memberships, legacies and donations. Our events also make a financial contribution to our campaigns and casework.

We have recently been awarded a grant from The National Lottery Heritage Fund that will transform the organisation over the next 2.5 years. The outcome will be a financially resilient, strategically governed charity capable of protecting more twentieth-century heritage and engaging a new generation of custodians.

The Twentieth Century Society has secured investment from The National Lottery Heritage Fund to deliver a transformational organisational development and engagement programme designed to strengthen governance, diversify membership, increase unrestricted income, and enable the Society to scale its protection of twentieth-century heritage. The project is underpinned by a Logic Model (See Appendix B) which sets out need, inputs, activities, outputs and intended outcomes across the Heritage Fund's four Investment Principles:

- Saving heritage
- Protecting the environment
- Inclusion, access and participation
- Organisational sustainability

Evaluation is integral to the project and will ensure that organisational reform translates into benefits that can be evidenced. The Evaluation Consultant will design and deliver a robust, proportionate and practical evaluation framework that:

- Demonstrates delivery against agreed outputs and outcomes.
- Evidences change across the four Investment Principles.
- Supports reflective learning and adaptive management.
- Provides a credible evidence base for the Project Completion Report.
- Leaves a sustainable monitoring framework embedded within the organisation.
- Is proportionate to the scale of grant.

Evaluation will address both:

- **Process evaluation** (how effectively the project was delivered), and

- **Impact evaluation** (what difference the project made to heritage, people, environment and organisational resilience).

Scope of works

The Consultant will report to the Project Board with day to day liaison through the Director and project staff, a Membership Manager and a Fundraising Manager. The Evaluation Consultant shall:

- Review the Logic Model and documentation prepared for the funding application.
- Facilitate a workshop with the Trustees and a second with the project staff, and wider team.
- Develop a proportionate Evaluation Framework aligned to the refined Logic Model and Heritage Fund's investment principles – this includes testing the project outcomes.
- Establish clear definitions of success and measurable indicators.
- Confirm baseline data requirements and collection methods.
- Identify realistic targets where appropriate (these are being developed with support from the Organisational and business planning consultant).
- Develop a concise evaluation plan and data collection tools and trackers aligned with the Evaluation Framework to collect data e.g. Methods, data sources, timetable, and data collection tools such as surveys, interview protocols and a volunteer tracker.
- Evaluation must be practical, embedded and usable by the Trustees, Director and staff beyond the life of the grant.
- Produce an Evaluation Report at the end of the project to support the project completion report and shut down of the project. This should:
 - Provide a clear narrative of the project journey.
 - Demonstrate progress against agreed outputs and outcomes in the Logic Model.
 - Evidence the difference made to heritage, engagement and generational reach, environmental advocacy integration and organisational resilience and financial sustainability.
- Address overarching evaluation questions, including:
 - What worked well?
 - What was challenging and why?

- Were there unintended or unexpected outcomes?
 - What lessons can inform future strategy?
- Include visual and data presentation where appropriate.
- Provides strategic recommendations for post-grant sustainability.

The report must be clear, accessible and proportionate (not overly academic) meeting expectations of The National Lottery Heritage Fund requirements.

For avoidance of doubt, the key deliverables are:

- An Evaluation Framework and plan including a refined Logic Model.
- Data collections tools.
- A light touch Interim Report at the end of Year 1 (or at the point of drawing down the second tranche of the grant) to check there are no gaps in data collection and to show progress.
- Final, Summative Evaluation Report summarising learning and recommendations.

Person/company specification

Applicants should demonstrate:

- Proven experience evaluating National Lottery Heritage Fund projects (or equivalent heritage/cultural programmes).
- Strong understanding of organisational development and governance reform evaluation.
- Experience designing proportionate evaluation frameworks for small to medium charities.
- Ability to translate complex organisational change into measurable impact.
- Experience facilitating trustee and staff workshops.
- Strong analytical and report-writing skills.
- Ability to present data clearly and accessibly.

Desirable

- Understanding of heritage campaigning or built environment organisations.
- Familiarity with membership and fundraising metrics.

Timetable

We are expecting this role to start in February 2027 with the final evaluation report to be submitted in February 2029 during the project shut-down period.

Fees

The fee for this commission is £7,500 + VAT. There is an expectation that at least 15 days' work will be allocated to the project.

Tender requirements

If you would like to apply please provide the following information to coordinator@c20society.org.uk by 11.59pm on Monday 30 November 2026.

- A summary of the knowledge and experience you bring to this project (Max. 1 page)
- Concise, up-to-date CV(s) for the person(s) who will complete the work (Maximum 3 pages per person).
- A programme, and breakdown of your time allocated to the individual tasks and fee.
- A priced offer in the format request. Please use the Form of Tender to provide VAT
- Registration and insurance details.
- Names of two referees – these will be taken up once a preferred candidate / company has been selected.

Tender evaluation

Each tender will be scored on understanding of the brief, proven track record and approach. The weighting of each of the criteria is listed below.

- Proven track record – this will include relevant experience, demonstrated by the summary page, CVs and references (50%)
- Understanding and methodology (40%)
- Value for money – daily rates and the number of days worked on the project (10%)

The scoring table below will be used to score the first three criteria. Failure to achieve a rating of satisfactory (i.e. a minimum unweighted score of 3 or above) in any one or more categories may result in the bid being disqualified at the C20's discretion:



Assessment Criteria	Score
Unacceptable: either no answer is provided, or the answer fails to demonstrate that any of the project's key requirements in the area being measured will be delivered.	0
Poor: fails to demonstrate how the project's basic requirements in the area being measured will be addressed, giving rise to serious concerns that acceptable outcomes would not be delivered against the project brief.	1
Weak: barely demonstrates how the project's basic requirements in the area being measured will be addressed, giving rise to concerns whether acceptable outcomes would be delivered against the project brief.	2
Satisfactory: demonstrates how the project's basic requirements in the area being measured will be addressed so as to deliver acceptable outcomes against the project brief.	3
Good: demonstrates how most of the project's requirements in the area being measured will be addressed so as to deliver good outcomes against the project brief.	4
Excellent: demonstrates clearly how all of the project's requirements in the area being measured will be fully addressed so as to deliver excellent outcomes against the project brief.	5

The tenderer who submits the lowest overall price will receive the full score of 10% available for the financial evaluation. Remaining bids will be awarded a score proportionate to the lowest priced bid according to the following formula:

$$\text{Score} = (\text{lowest bid received} / \text{bid price}) \times 10$$

Abnormally low or high bids distort evaluation of tenders and where the C20 feels that a bid falls into one of these categories the tender will be asked to explain or clarify their bid. This includes the discounting of daily rates.

The C20 may ask tenderers to make an online or in person presentation. This will only be used for clarification purposes. We anticipate the team commencing work as soon as possible.

Please note the following:

Preparation of Tender

Tenderers are responsible for obtaining all information necessary for the preparation of their response; and all costs, expenses and liabilities incurred in connection with the preparation and submission of the Tender and attending any interviews will be borne by the Tenderer.

The Tenderer is expected to have carried out all research, investigations and enquiries which can reasonably be carried out and to have satisfied itself as to the nature, extent, and character of the requirements of the Contract (in the context of and as it is described in the Specification), the extent of the materials and equipment which may be required and any other matter which may affect its Form of Tender.

Tenderers may seek clarification on any of the points contained in the tender documents at any time *prior to seven working days* before the date for receipt of tenders. This will allow time for the trustees or staff to prepare a response to all tenderers by five days before the tender deadline and for all tenderers to incorporate the clarification prior to the tender deadline.

Non-consideration of Form of Tender

The C20 reserve the right not to award the contract to the highest scoring, lowest priced or to any tenderer; and reserve also the right to accept any of the same in whole or in part. The C20 may also refrain from considering any Form of Tender if it is not in accordance with the Form and Conditions of Tender, or the Tenderer does not provide all of the information required or attempts to make variation or alterations to the Form of Tender, Conditions of Contract or the Specification.

Tenderer's Warranties

- In submitting a Tender, the Tenderer warrants that:
- It has not done any of the acts in the Non-Consideration of Form or Tender,
- all information provided is true, complete and accurate in all respects including details of previous projects being presented as examples,
- it has full power and authority to enter into the Contract.
- it is of sound financial standing, and
- its partners, directors and employees are not aware of any circumstances that may adversely affect such financial standing in the future.

Confidentiality

The Form of Tender, the Conditions of Contract, the Specification, and all other documentation or information issued by the C20 relating to the Tender shall be treated by the Tenderer as private and confidential for use only in connection with the Tender and any resulting contract and shall not be disclosed in whole or in part to any third party without the prior written consent of the C20.

The documents which constitute the project and all copies thereof are and shall remain the property of the C20 (whether or not the C20 shall have charged a fee for the supply of such documents) and must not be copied or reproduced in whole or in part and must be returned to the C20 upon their request.

All information provided by tenderers as part of a tender return will be treated as confidential.

Freedom of Information

Information in relation to this tender may be made available on demand in accordance with the requirements of the Freedom of Information Act 2000.

Tenderers should state if any information supplied by them is confidential or commercially sensitive or should not be disclosed in response to a request for information under the Act and should state why they consider the information to be confidential or commercially sensitive.

This will not guarantee that the information will not be disclosed but will be examined in the list of the exemptions provided in the Act.

Appendix A: Form of Tender

Please complete this form and include it with your responses to the questions above.

Project: Modern Heritage, Future Stewards: Transforming the C20 Society for the 21st Century

Professional Service: Evaluation consultant

Name of Tenderer:

I/We, the undersigned, do hereby offer to execute and complete the above mentioned professional services in strict accordance with the Schedule of Services for the following lump sum:

£ ____ plus VAT (delete if VAT not applicable) for the development phase

Confirm figure in words: _____ plus VAT (delete VAT if not applicable)

Resources

Please state the number of days intended for the delivery and development phase

Day Rates

Please state the number of days and day rates intended for the delivery and development phases in the table below:

Team	Day Rate (£)	No. of days
Director/ Partner		
Senior Consultant		
Consultant		
Other – specify		

The above day rates will be utilised to negotiate any additional works that may be required if deemed to be beyond the reasonable scope of the works specified. All day rates are to be based on a 7.5 hour day and are to include allowance for disbursements.

Expenses and Disbursements

The fee offer is to include all expenses and disbursements (including printing charges).



Offer Period

This tender/ offer is to remain open for a period of 90 days from the date fixed to the return of tenders. Dated this _____ day of _____ 20__

	Tenderer to provide responses. Some are pass/ fail
Name of firm or company	
Postal address	
Registered address (if applicable)	
Company number (if applicable)	
Please indicate if you are: a sole trader, partnership, Public or Private Limited Company or other type of organisation	
Main contact	
Contact telephone number	
Contact email address	
Please indicate your level of Employer's Liability Insurance, the policy number and expiry date ¹	
Please indicate your level of Public Indemnity Insurance, the policy number and expiry date	
Please indicate your level of Professional Indemnity Insurance, the policy number and expiry date	
Signature of authorised person	
Name of authorised person	
Capacity in which signed	

¹ If you do not have any of these insurances, please indicate if you will purchase them if awarded the contract. If they are not applicable e.g. you are not an employer, please indicate this.

Appendix B: Draft Logic Model

Need for project	Inputs	Activities	Outputs	Difference the project makes
Millennium and late twentieth-century heritage is reaching a critical threshold of vulnerability. The Twentieth Century Society is currently structured to respond reactively to threats rather than proactively identifying, championing and safeguarding millennial heritage “coming of age.” The C20 faces: Potential skills gaps amongst trustees due to succession	Organisational Change / Business Planning Consultant Fundraising Manager (0.6 FTE, 2.2 years) Membership Manager (0.8 FTE, 2.2 years) Book Keeper extension of 2 hrs per month New laptops for staff, desk space, software licences 0.5 day per week of Director of Operations time (Full Cost	Governance & Leadership Governance review – policies, committee structures Trustee role and skills audit Establish Fundraising Committee Review Terms of reference for all Committees Trustee recruitment and succession planning Trustee training programme Director mentoring	Governance review Terms of references for committee Trustee role descriptions Trustee succession plan Refined governance framework adopted Fundraising Committee established New trustees recruited (skills-based) Finance systems upgraded	Saving Heritage SHORT-TERM OUTCOMES (DURING PROJECT) Increased organisational capacity to identify and respond to millennium-era heritage at risk Improved understanding of C20 buildings which Millennials and Gen Z value Increased casework capacity through strengthened staffing MEDIUM-TERM OUTCOMES Increased number of proactive listing applications and campaigns Reduced vulnerability of twentieth-century heritage

Need for project	Inputs	Activities	Outputs	Difference the project makes
Limited capacity has meant the current CRM system is being under-utilised – all staff using it need time for bespoke training to understand and be able to maximise it The Society has an inadequate fundraising infrastructure The C20 has a strong events programme, publications and supporter list that would engage younger generations – Millennials (born 1981-1996) and	Recovery, 2.5 hrs p.w x 2.25 years) Additional 1 day p.w. of the Events Manager's time 2.2 years Evaluation Consultant Event budget Budget for collaborating to increase digital presence. Trustee and staff training – Subscriber, Unconscious Bias Training, Content creation, First Aid. £5k of match funding from the C20 reserves	Review volunteering/ opportunities for ambassadors Financial Systems Strengthen reporting and audit processes Review GDPR & compliance Embed improved financial oversight Develop 5-year operational Business Plan Fundraising Development Develop and implement HNWI and Practice Patron strategy	5-year operational Business Plan & KPI framework “Coming of Age” fundraising and membership campaign launched Benchmarking report on Millennial/ Gen Z membership engagement Consultation events e.g. focus groups, surveys with Practice Partner Ambassadors, C20 Cymru, students, young professionals under 45 Pilot events e.g. panel discussions, talks, content shared through	Greater advocacy around retrofit and reuse of modern buildings LONG-TERM IMPACT Decline in twentieth-century heritage at risk Millennium heritage recognised and protected as nationally significant Increased understanding at the grassroots level, particularly amongst the under 45s of at-risk buildings Environmental benefit through retention and retrofit rather than demolition Protecting the Environment SHORT-TERM OUTCOMES Increased public awareness among Millennials and Gen Z of retrofit, reuse and embodied carbon Integration of sustainability messaging into campaigns and communications

Need for project	Inputs	Activities	Outputs	Difference the project makes
Gen Z (born 1997-2012) however they are under-represented within the membership. We need to find out how to engage with them, touch points and to retain and cultivate them as the next generation of stewards for C20 architecture. They are generally not homeowners, so they experience buildings through lived experience, not ownership. To diversify the membership geographically (currently London-centric) and demographically	Volunteer support from the C20 Cymru volunteers (see letter of support) Support/ collaboration from JCNAS network and Victorian Society e.g. learning events/ sharing learning Practice Patron firms – providing access to younger professional audiences and acting as ambassadors.	Launch “Coming of Age” fundraising and membership campaigns Trust and foundation applications Develop commercial income streams Enhance donor relationship management Membership recruitment, retention and renewal Consultation with members, lapsed members, young C20 What’s app members, and non-members including Millennials and Gen Z, young	podcasts (as invited speakers) Development of online content with architecture influencers Refreshed membership strategy Refreshed communications strategy that includes Millennials and Gen Z as two separate groups, with sustainability, retrofit and embodied carbon messaging integrated as a core strand Digital content and outputs (e.g. interviews on other	MEDIUM-TERM OUTCOMES Increased advocacy for sustainable repair of C20 buildings Stronger public narrative linking heritage protection and climate action LONG-TERM IMPACT Contribution to reduced carbon emissions through building retention Increased sector understanding of sustainable conservation of concrete and post-war materials Inclusion, Access and Participation SHORT-TERM OUTCOMES Engagement with under 45 year olds through consultation Evidence-based understanding of barriers to engagement for Millennials and Gen Z

Need for project	Inputs	Activities	Outputs	Difference the project makes
(increase the proportion of members under 45 years) Address underdeveloped financial systems Capacity - structural change is required to 'scale' up what the Society does Opportunity – upcoming golden anniversary of the C20 in 2029. C20 gained statutory consultee status in Wales in 2022, making geographic expansion both an opportunity and an obligation		employees of Practice Patrons to understand motivations, barriers to entry, what different segments value. Benchmarking research to inform the membership strategy – on price, age, barriers, values, comms Pilot events across England & Wales to test engagement / membership with Millennials and Gen Z (e.g. different formats – panels, partnerships with run clubs – informed by consultation) and in at risk C20 buildings (to help understanding of their importance and how they need to be	podcasts, collaborations with Architecture influencers, short films, social media content) including content specifically addressing retrofit, reuse and embodied carbon of twentieth century buildings. Sharing events leading to a community of practice. Presentations/ learnings distributed via event materials. Potentially talks at events to share learning. Evaluation reports	Evidence base of what Millennials and Gen Z value and will engage with Diversified membership recruitment strategy MEDIUM-TERM OUTCOMES Increased proportion of members under 45 Broader geographic distribution of membership including Wales and cities with C20 architecture at risk Increased diversity in trustees and volunteers LONG-TERM IMPACT A generational shift in stewardship of twentieth-century heritage More inclusive representation of modern heritage narratives Reduced London-centric profile of C20 members

Need for project	Inputs	Activities	Outputs	Difference the project makes
Opportunity to collaborate and share learning with other organisations working out of the Farringdon shared workspace e.g. ICOMOS, ICOM, SAVE		protected against climate change. CRM review and training Review membership comms / trial content development with Architecture influencers, existing podcasts Develop retention pathway for young members Coming of Age Fundraising and Membership Campaign Sharing learning Meetings with the other amenity societies and network of organisations working with the built	1.4 FTE post grant staffing uplift – full time Events Manager and new Membership & Practice Patrons Manager. Monitoring framework and KPI dashboard	Organisational Resilience SHORT-TERM OUTCOMES Clear governance structure with defined roles Strengthened financial reporting and oversight Defined fundraising strategy focused on HNWI and Practice Patrons Improved member retention rate Increased social media following/ digital reach MEDIUM-TERM OUTCOMES Greater staff capacity Increased unrestricted income Increased high-value donor retention Increased legacy giving pipeline Sustainable membership growth

Need for project	Inputs	Activities	Outputs	Difference the project makes
		environment to share learning – Community of Practice model. Evaluation & Reflection Baseline data collection Ongoing monitoring Evaluation of pilots and sharing events Independent evaluation Learning dissemination		Reduced operational dependence on trustees LONG-TERM IMPACT Financially resilient organisation capable of sustained heritage protection Capacity to scale casework and proactive campaigns Established fundraising culture embedded in governance Improved evaluation and tracking at C20