



WORCESTER
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Application Pack

Evaluation Consultant

June 2026

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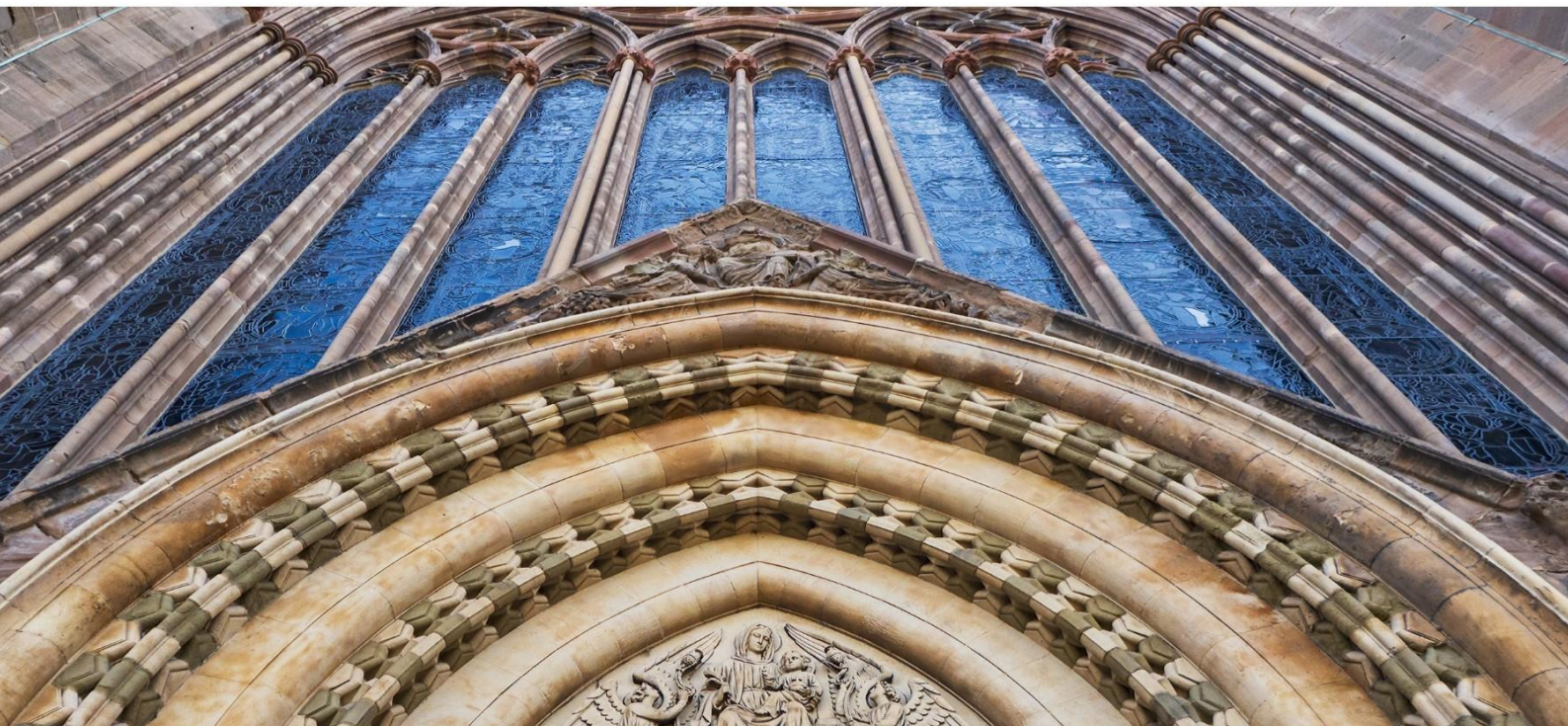


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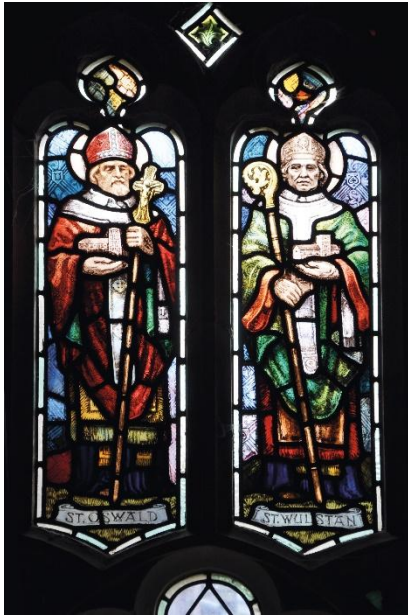
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About Worcester Cathedral and the 'Reaching New Heights' project



Overview of the role

The Dean and Chapter wish to appoint an Evaluation Consultant to support the delivery of the Reaching New Heights Project.

About Worcester Cathedral and the 'Reaching New Heights' project

Grade I listed Worcester Cathedral has been the seat of a bishopric since the Seventh Century. In the fourteen centuries that have since elapsed, over a hundred bishops have been enthroned within its walls – men as varied as the Saxon Dunstan, Oswald and Wulfstan (the only Saxon bishop who William the Conqueror allowed to remain in his See), the Italian Julius de 'Medici, who lived to be Pope (and refused Henry VIII's a divorce), and the Reformers Hugh Latimer and John Whitgift.

The story of the Cathedral and its precincts is rich and fascinating and reflects every period in the turbulent history of England. Some of its

treasures include King John's Tomb, Prince Arthur Tudor's Chantry, Twelfth Century Chapter House, St Wulfstan Crypt, Edgar Tower, medieval cloisters and magnificent Victorian stained glass. The Cathedral also houses one of the most important libraries and music archives of any English cathedral.

In November 2021, Storm Arwen hit the UK with severe winds causing damage in its wake. In the early hours of 27 November, the 100mph winds tore part of one of the pair of upper pinnacles, from the northeast corner of the cathedral tower. Approximately 1.5 tonnes of stone fell from a height of more than 30 metres to the northeast through the roof of the north quire aisle, clipping the tower and north wall of the quire on the way down.



About Worcester Cathedral and the 'Reaching New Heights' project



Temporary repairs were made by the rope team, and a major programme of rebuilding works to the northeast pinnacles, funded by insurance, was carried out. The rope team subsequently determined however that the construction weaknesses present to the northeast pinnacles were also evident in those to the northwest upper pair, with a poor tie to the tower. The team further identified that the northern pinnacle of the pair had significant fractures to the stones tie and movement in the shaft stones.

The Cathedral's Surveyor of the Fabric, worked with Heritage Stone Access to design stainless steel brackets to temporarily brace the damaged northwest pair and tie the fabric back to the tower until a scaffold could be erected and the pair could be rebuilt. The brackets which were installed by the rope team in 2022 have been monitored for change annually since.

The Reaching New Heights Project will enable us to undertake a programme of conservation, renewal and repair to the northwest pinnacles and deliver an associated programme of engagement activities that will enable more people to learn and develop greater understanding of the site's-built environment and the heritage skills needed to sustain it

The project will enable the Cathedral to expand its learning programme and increase and diversify its community engagement, including with non-traditional audiences, through encouraging social inclusion in all of our activities. It will enable us to create valuable new opportunities for volunteering that improve well-being by helping develop the skills of local people. It will also enable us to continue to develop partnerships with local organisations with a view to delivering joint activities.

The project offers an invaluable opportunity for the Cathedral to share its expertise in caring for a complex historic structure.



The Role



Requirement

To evaluate how effectively the Reaching New Heights Project has achieved its intended outcomes and outputs.

The key tasks are:

- To develop and guide a full evaluation framework for the project, covering both the capital aspects and the activities.
NB - The methodology and reporting must include both qualitative as well as quantitative measures of success.
- To train staff and volunteers in methods of data collection as appropriate.
- To evaluate the project including delivery of the project outcomes and outputs and identifying lessons learned.
- To prepare a final summative evaluation report.

The end of project evaluation report will feed into ongoing management of future capital projects, the development of future events/activities and volunteer training. It will also enable us to feed back to our funders and supporters.

Person Specification

The successful candidate will be a creative and innovative person, and have:

- A background in the evaluation of heritage projects, including activities, and community engagement.
- Excellent communication and engagement skills with people of all ages and abilities, both written and verbal.

Fee

A fee of £10,000 is available for this role, including any expenses but exc. of VAT.

Timescales

Overall project programme: 2nd March 2026 to 30th June 2027. The evaluation will need to be completed by the end of March 2027.

The Role



Tender Submission

A maximum of 3 sides of A4 covering:

- An outline of methodology and Project Plan for carrying out the brief.
- Two case studies of similar work undertaken previously.
- Fee proposal, including VAT if applicable.
- Details (name, telephone number and e-mail) of two referees who would be able to speak about your relevant experience.

Deadline

Noon on Monday 13th July.

Please submit tenders and any queries to Kate Andrew (Client project manager and Clerk of Works) to:

kateandrew@worcestercathedral.org.uk

Health & Safety

Under the Health and Safety at Work Act 1974, you must take reasonable care for your own Health and Safety and that of any other person who may be affected by your acts or omissions. In addition, you must co-operate with the Organisation on Health and Safety and not interfere with, or misuse, anything provided for your health, safety or welfare.

Safeguarding

The Cathedral is committed to safeguarding and promoting the welfare of children and adults at risk who visit our premises and precinct. All are expected to actively demonstrate a commitment to a culture of safeguarding by:

- Understanding and adhering to cathedral safeguarding policy and procedures.
- Maintaining professional boundaries and demonstrating behaviour that prioritises safety and wellbeing.
- Taking responsibility for identifying and promptly reporting and safeguarding concerns in line with the policy and procedures.
- Undertaking safeguarding training and fulfilling any specific safeguarding duties required in their role.
- Actively contributing to an environment where everyone feels safe, valued and empowered to raise concerns without fear of reprisal.

Cathedral ID badges must be worn at all times while on duty. Badges are for use by the named individual only.

Additional Information

Previous projects funded by the National Lottery Heritage Fund

The Reaching New Heights (HA-25-01362) is the first project funded by the National Lottery Heritage Fund at Worcester Cathedral since the major two stage Undercroft Learning Centre Project "A centre for learning, heritage and arts for the whole community" HG-16-04125. This commenced its development phase in 2017, but the delivery phase was severely impacted by the Covid Pandemic, and the final evaluation report was completed in 2024.

One of the key learning points from the Development stage evaluation was that the project had not undertaken sufficient formative evaluation. This was addressed in the evaluation plan for the delivery phase. To be clear, effective formative evaluation and a feedback loop into the development and delivery of the activities needs to be a key part of the Reaching New Heights Evaluation framework.

Availability of baseline data for this evaluation project

One of the main requirements for this role is to train staff and volunteers in methods of data collection as appropriate. An understanding of where the Cathedral is in terms audience data collection and our current baseline is provided below to assist in scoping this element of the work.

The Cathedral uses Donorfy to record and manage donor data, over 20,000 (two thirds) of these records include postcode data.

We are aware from observation of staff and volunteers on the Cathedral Welcome desk of the regular users of the Worcester Cathedral - both visitors and worshippers, but we have not actively profiled these.

Regular visitors include retired people who live fairly locally and families with young children who attend the school holiday activities on site. As one of Worcestershire's major visitor attraction, annual visitor numbers are high (in the 90,000s).

In the early part of 2026, a study to consider options around charging for entry at the Cathedral undertook some self-reported visitor profiling around connections to the Cathedral and reasons for visiting but did not collect postcode or diversity data. Findings indicated that 50% of respondents live in Worcester. At busier times of the year, the ratio of Worcester residents to visitors from elsewhere is likely to be lower.

The number of participants in the learning programme and the number of users of the Undercroft in an academic year are measured.

Additional Information

The end of project Undercroft Learning Centre Project evaluation report noted that “the Cathedral did not collect demographic data from participants in the learning programme before the Undercroft Learning Centre project or ask them about their engagement with heritage, and it has not done so since.... there is no quantitative evidence that a wider range (a greater variety) of people are engaging with heritage. There is qualitative evidence, however”.

Visitor questionnaires at the 2024 and 2026 Archaeology Symposia, the 2025 Heritage Open Day at Old Palace and two other events have collected demographic data and asked about engagement with heritage. A dataset of 273 responses has been collected to date which includes age, ethnicity and disability profiling. Anonymised postcode data was also collected.

The above data sets can be made available to the appointed consultant.

Forthcoming visitor engagement plan

We are also currently planning to develop a Visitor Engagement Plan funded by the Cathedral Sustainability Fund (CSF4), this will create a short contract for an Events and Visitor Engagement Consultancy which will have synergies with the evaluation brief. This brief is to work with the Welcome, Learning and Engagement team to develop and implement our Visitor Engagement Plan and undertake the data-seeking that gives us quantitative analysis of who our 'audience' is, and how we best meet their needs.

Stated deliverables of “Reaching New Heights”

Through the project we will undertake a programme of conservation, renewal and repair to the northwest pinnacles and deliver an associated programme of engagement activities that will enable more people to learn and develop greater understanding of the site’s-built environment and the heritage skills needed to sustain it.

We will protect and conserve the Cathedral’s historic built fabric, mitigate the substantial risk of loss to the Cathedral’s wider historic estate and ensure its intrinsic architectural value is retained, better recorded and the profoundly human skills needed to maintain it are better appreciated. The project is focused on addressing those areas of historic fabric in most pressing need (identified by specialist surveys and consultation), but the works planned form part of the Cathedral’s proactive long-term

strategy to safeguard the fabric of this ancient building for future generations. Through the project we aim to replace the current temporary protection to the northwest pinnacles with a longer-term solution. We aim to do this by:

Additional Information

1. Erecting a temporary scaffolding and protections to the corner of the tower to give access to the upper and lower pairs of pinnacles and local metal plates. (anticipated start mid July 2026)
2. Using the scaffolding to enable inspections by a Structural Engineer, Surveyor of the Fabric, Cathedral Archaeologist and any interested parties. (anticipated early Sept 2026)
3. Carefully dismantling the pair of upper pinnacle stones down to the plinth stone, inspecting all for fractures / damage and setting aside all the sound carved stones of the cone as well as the springing stone with beasts for re-use. (late Sept)
4. Rebuilding the pair of upper pinnacles incorporating new Red Hollington stones to the shaft of each pinnacle with integrated steelwork in accordance with Structural Engineer's specification and detail. (Oct-Nov 2026)

Reaching New Heights engagement programme

So that the rebuilding work and its technical challenges come alive as part of the history, the future and the whole story of the Cathedral, our engagement programme will aim to emphasise as far as possible the personal aspects of the rebuilding project, in order that those who visit, are helped/able to understand the human element of such significant architectural achievements. We aim to achieve this by showcasing the exceptional skill of our Cathedral masons. Their craft—meticulous, historic, and profoundly human—is central to the continued life of the Cathedral. This project will enable their work to be shared with a broader audience, inspiring future generations of craftspeople and deepening public appreciation for the arts of stone masonry and conservation.

For example, we are working with the West Midlands Heritage Trust and Heritage Network to deliver an expanded heritage skills and careers fair at the Cathedral on **21st October 2026**, during the proposed scaffold period for the pinnacle works. This will include demonstrations and short talks as well as a series of stalls from heritage employers and organisations including the Cathedrals Workshop Foundation.

We are also planning an evening panel discussion event in **Autumn 2026** chaired by the nationally known stone mason and author Andrew Zimiski with soon to retire senior masons including our own Master Mason.

We will create a time lapse video of the scaffold build and dismantle process. We have previously had a live feed visible inside the cathedral to our peregrine nest platform web cam, and we are currently planning something similar on the scaffolding so that visitors can observe the masons at work on the tower.

Formal and informal learning activities that will be developed and delivered by our award-winning learning team, include a dedicated visitor exhibition featuring stone and tools used, videos and oral histories from the masons (**planned for early 2027**); and new session for school groups as well as playful ways for young families to engage with our heritage, during school holidays (**first sessions in Aug 2026**). We are currently working on a new information sheet for visitors climbing the tower.