

# St Ives Digital Trail: Brief

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## Project overview

Leach Pottery are seeking a team to deliver a key part of their programme of work funded by the Town Deal. This will be a key part of the developing Cultural Strategy in St Ives, as well as delivering benefits for local residents and businesses.

### Vision

An innovative, place-based, culture-led digital project that uses local voices and stories to actively engage visitors and locals in discovering St Ives beyond the usual places and spaces.

### The problems we're trying to solve

St Ives has a rich and varied historic and contemporary heritage and much of it goes undiscovered by both visitors and residents. R&D work so far has suggested that residents feel disconnected from the tourist offer and don't attend events in the town. There is no one "home" for the local cultural offer and it's disconnected from local businesses.

### Outcomes

If we're successful, **residents, businesses and visitors will have an improved perception of place:**

1. Local businesses will benefit from both local people and visitors feeling more engaged, wanting to spend more time in the town, and finding new ways to enjoy the local area.
2. Cultural organisations will benefit from a way to share content and stories, and potentially events.
3. Visitors to St Ives have a deeper and wider understanding of the contemporary and historic heritage and culture of the area.
4. Local communities have higher levels of engagement in local culture and heritage, and feel invested in their local area.
5. Cultural organisations, local businesses, and local communities feel represented; they proudly promote the project because they feel ownership of it.
6. Participants in the project (including business, young people and cultural organisations) have higher levels of digital skills

### Outputs

As part of the project, we need to deliver:

1. Discovery activity and branding workshops with businesses, young residents and cultural organisations
2. A portfolio of curated and original digital content (including text, images, video and audio) representing the widest definition of St Ives' heritage, cocreated with at least ten local organisations
3. A digital offer with a strong cohesive identity that engages locals and visitors and promotes the local offer
4. A robust plan for the longer-term management of the platform and content
5. A strong brand and targeted marketing campaign that promotes the platform and supports the project's outcomes
6. Training sessions for local businesses and cultural organisations so they get the best out of the platform and increase their digital skills

### Key results

We'll know we're successful if:

1. 100 local people are engaged in the project
2. 5,000 users in the first year

3. Local businesses and cultural organisations feel like the project has given them value

### What do we want it to feel and look like?

Initial stakeholder engagement has suggested that the project should be:

- Rooted in place and in heritage in its widest sense: skateparks and ponds as much as historic buildings and artists.
- Part of the landscape figuratively and literally – it should be part of a physical world as much as a digital one
- Like it belongs to the community but is a gift to everyone
- Simple and beautiful; creative and well-crafted
- A home and host for the secrets of St Ives' past, present and future

Impact:

### Key partners

- Leach Pottery / Bernard Leach St Ives Trust
- St Ives Town Deal
- Cornwall Council (designated authority for funding)
- A digital partner secured through this tender process

### Key Stakeholders

- Cultural organisations in the town
- Businesses in the town
- Collaborators, artists, creatives
- Local residents – which includes end users, producers and advocates
- Visitors
- St Ives Town Council's Cultural Forum; incl
  - The Leach Pottery
  - The Tate
  - St Ives Museum
  - St Ives Archive
  - St Ives Jumbo Association
  - St Ives School of Painting
  - St Ives Arts Club
  - Kidz R Us
  - Porthmeor Studio
  - Penwith Gallery
  - St Ives Society of Artists
  - St Ives Community Orchard
  - The Cornerstone Library Building
  - September Festival
  - St Ives Food & Drink Festival
  - The Guildhall
  - BID

## Background

This project is part of the St Ives Town Deal. This is a £19.9m Government Fund, allocated after submitting a Town Investment Plan.

In September 2022, the government ratified the St Ives Town Deal programme, which includes eight projects. The eight projects selected must deliver on the Government's key intervention themes:

- Urban regeneration, planning and land use
- Skills and enterprise infrastructure
- Connectivity

All selected projects were also required to:

- Show a sustainable, self-sufficient level of income generation and the ability to provide future core running costs
- Sit within the defined investment boundary
- Have demonstrable public support
- The Grant Funding Agreements (GFAs) are finalised; the first projects beginning in Spring 23 and run to March 26. All projects must be completed at the latest by March 2026.

There are specific outcomes required by the funding that are relevant to this project including:

1. 3k additional visitors
2. Improved perception of place by residents, businesses and visitors

This digital project is commissioned by Leach Pottery who are one of the Town Deal delivery partners. It will start in 2024 and continue throughout Leach Pottery project delivery

## Leach Pottery

The Leach Pottery, founded in 1920 by Bernard Leach and Shoji Hamada, is among the most respected and influential studio potteries in the world. Over the last hundred years it has forged the shape of Studio Pottery in the UK and beyond.

The Leach Pottery was reopened to the public as a Museum, Shop and Studio in 2008. Between 2024 and 2026, as part of the Town Deal project portfolio, Leach Pottery itself will transform by building new learning and production facilities, interpretation and display spaces, expanding the shop and adding a café. As a registered charity, we are an ambassador for pottery, a champion for the handmade, and an open door for communities to access creativity.

## Other useful background

There is a Cultural Forum in St Ives led by St Ives Town Council, who are developing a Cultural Strategy for the town. The key challenges for the members are (a) attracting local audiences (b) recruiting volunteers with specific skills (b) operating with increased costs (+50% in one year for one venue).

There is a St Ives Box Office capability currently run by St Ives Town Council.

The St Ives Tourist Association has a website that is poorly resourced but gets 1m visitors per year.

St Ives Archive has documents, maps, 40,000 photos, video and sound files but is volunteer run and poorly resourced.

## Scope of Work

### Elements

We welcome proposals from individuals or organisations interested in fulfilling one or more of the elements or a consortium approach to delivering the project as a whole.

1. Project Management
  - a. Overall responsibility for the project outcomes
  - b. Client management: A single point of contact for Leach / Town Deal board and other partners
  - c. Managing the collaborative delivery model; convening stakeholders and participants
  - d. Representing the project in Town Deal meetings and linking with other funded projects where appropriate
  - e. Provision of a bridge between technical and non-technical stakeholders
  - f. Risk management
  - g. Quality assurance
  - h. Responsible for training and knowledge transfer
2. Skills and young people
  - a. The project should involve a strand focusing on engaging and upskilling local young people. It's expected this will be delivered in collaboration with a local/community based organisation.
3. Content production / curation
  - a. Generating a large and varied portfolio of curated and original digital content (including text, images, video and audio) representing the widest definition of St Ives' heritage, cocreated with at local organisations and local people
  - b. Working closely with partners to oversee production of digital assets
4. Brand development, marketing and comms strategy and delivery. To include:
  - a. Development of brand for the project/platform through consultation with businesses and residents, especially young people
  - b. Brand assets and guidelines
  - c. Strategy and marketing plan
  - d. Delivery of a multi-channel campaign with support from Town Deal team, Leach Pottery, and other partners.
  - e. Launch events for local businesses and other stakeholders
5. Digital solution
  - a. Discovery phase (R&D) delivered in close collaboration with the content producer, St Ives residents and young people. To include:
    - i. Desk and user research
    - ii. Workshops
    - iii. strong elements of cocreation with residents, young people, and cultural / heritage organisationsOutputs of Discovery phase to include:
    - iv. Audit of what is currently in existence promoting the local offer (online and offline) and what content currently exists
    - v. Review of similar projects and success factors
    - vi. Review of constraints

- vii. List of sites for inclusion in first iteration
    - viii. List of possible stories/artistic elements for inclusion
    - ix. Decision on suitable platform(s)/product(s)
  - b. Development
    - i. Production of creative assets (sound recording/production, photography, video etc)
    - ii. Iterative development of solution to include early beta versions tested with a wide group of users
  - c. Implementation
    - To include:
      - i. Soft launch and snagging
      - ii. Training for local businesses, and cultural organisations to maximise their usage
      - iii. Ongoing support for bugs
  - d. Succession
    - i. Handover to long term owner in Jan 2026 (NB there is provision outside of the tender scope for legal advice and production of a framework around IP and ownership of the product in the longer term)
- 6. Monitoring Evaluation and Learning. To include:
  - a. Setting up an Monitoring & Evaluation framework at the beginning of the project
  - b. Aligning with Town Deal / DLUCH (Department for Levelling Up, Communities and Housing) reporting framework as well as local priorities
  - c. Developing data collection mechanisms
  - d. Ongoing project monitoring and quarterly interim reporting
  - e. Final project evaluation report delivered in March 2026

## Technical Requirements

We are agnostic at this stage about the technologies and platform used; this decision should be part of the discovery process. However, we do welcome ideas as part of the proposal, especially where these have been proven to be successful in similar areas/applications.

## Functional Requirements

Tenderers should work from the assumption that there is little to no WiFi connectivity in the town and very poor mobile signal – and that this may need to be addressed as part of the project.

Accessibility needs to be built in at every stage of development. There is a requirement that the project combines online and offline, place-based elements, and that the team collaborates with Low carbon Transport Plan, funded by the Town Deal Heritage Wayfinding pot.

Some wider requirements:

1. There is a strong requirement for coproduction with communities
2. The project needs to sit within a [larger low carbon transport and wayfinding strategy](#) of St Ives (another part of the Town Deal activity, with its own funding)
3. The project should support and work alongside existing provision for example walking tours
4. Any product should link in with [Cornwall365](#) (who have an API)

Example user stories (NB these would be developed in the Discovery stage)

- As a first-time visitor to St Ives, I want to plan an itinerary that aligns with my interests, so I don't have to waste time.
- As a return visitor to St Ives, I want to discover something new, so I have a deeper cultural experience of the area.
- As a parent spending the day in St Ives with my children, I want to find things to do on a rainy day, so my children don't whinge.
- As a resident of St Ives, I want to contribute to a locally-led project, so I feel more connected to my town and its heritage.
- As a young person living in St Ives, I want to be involved in a digital project, so I can learn skills which will help towards an interesting and well paid career.
- As a Director of a cultural organisation in St Ives, I want to increase my visibility to a wide range of people, so I can reach more of my target audiences.
- As a local councillor, I want access to rich visitor data, so I can make data-based decisions on investment and planning.

## Draft Timeline

These milestones are dictated by the need to complete the project within the funding period. A detailed proposed timeline should be submitted as part of the proposal.

- |                         |                |
|-------------------------|----------------|
| - Tender period opens:  | 13 Feb 2024    |
| - Tender period closes: | 13 Mar 2024    |
| - Tender awarded:       | 25 Mar 2024    |
| - Discovery kick off:   | 8 Apr 2024     |
| - Development begins:   | July 2024      |
| - Product launch        | September 2024 |
| - Product handover      | November 2025  |

- Project completion January 2026
- Evaluation completed by March 2026

### Budget

The budget for the whole project is £100,000. Indicative budget allocations are given below however we welcome input on these from tenderers. Tenders should outline cost breakdowns for each element of the project.

#### Suggest Breakdown

Element	Indicative budget allocations
Project Management	Up to 12%
Discovery process (R&D incl community collaboration)	10-15%
Content curation / production	10-15%
Technical development and implementation	30-40%
Provision for skills / YP involvement	3-5%
Ongoing costs after launch (support, bugs etc)	Up to 5%
Succession and handover support in Jan 2026	1-2%
Marketing & comms	15-20%
Monitoring and Evaluation	5%
TOTAL	£ 100,000.00

### Payment terms

NB these are example terms for one delivery partner or consortium

- 10% on award of tender
- 20% on completion of R&D stage
- 60% on launch of product (Jan 2025)
- 10% on completion of project (March 2026)

Payment will be made on submission of invoices with evidence of defrayal



## Who do we want to work with?

### Knowledge and Experience

We want to hear from organisations who have extensive experience in delivering highly creative, innovative, and community led projects.

Deliverability, given the time frames, is key. We want to see evidence of successful completion of projects, on time and on budget, especially where multiple partners and requirements provided complexity.

### Collaboration

Ideally the successful team would be a collaborative bid between specialists and practitioners, a digital partner, and local cultural/social organisations. The marketing, young people, project management, content curation and evaluation elements can be bid for separately or a consortium may prefer to bid for the whole project working with other agencies or specialists. We are interested to hear original and creative ideas about the best way to achieve our outcomes.

### Values

Successful proposals **should demonstrate how your organisation and the project will align to the values** of the Town Deal

- Inclusive – our TD project focuses on building our TR26/27 audiences, supporting young people, and promoting mental well-being, removing barriers for disabled visitors, but putting social sustainability at the core of what we do, this project should be accessible for all to enjoy the town–age/cultural diverse aware of navigational limitations
- Environmentally conscious: we want to promote best practices where possible in terms of environmental sustainability.
- Innovative: in both design and delivery
- Collaborative: we value collaborative practice and would want to see this reflected in all elements of delivery
- Financially sustainable: the Town needs to be sure they are getting value for money and that the project will continue to represent a good investment long term
- Rooted in place: we will prioritise investment in local businesses, local people and local jobs.

## The Tender Process

### Proposal Submission Requirements

Your submission should include:

1. An overview of your organisation or consortium
2. A project proposal detailing:
  - a. How you will deliver each element of the project that you are interested in (narrative) including (where relevant) initial ideas about what technology you might use
  - b. Biographies of all people who will be working on the project
  - c. Change management approach describing how changes to the project scope or requirements will be managed and approved and the process for handling change requests
  - d. Dependencies and assumptions
3. Detailed timeline (aligning to the project milestones detailed above)
4. Detailed budget/cost breakdown, as well as how you plan to track and report on financials
5. Risk register
6. References and examples of previous similar work
7. (For commercial organisations and agencies): copies of your policies and procedures including:
  - a. Environmental and Social Responsibility Policy
  - b. Equal Opportunity and Diversity Policy
  - c. Data Security and Privacy Policy
  - d. Anti-Bribery and Corruption Policy
  - e. EDI policy

### Scoring

Your proposal will be scored on:

- Knowledge, experience, and past success in similar projects (marked out of 20)
- Adherence to brief (20)
- \*Technical approach (10)
- Deliverability (15)
- Alignment to values (15)
- Innovation and creativity (5)
- Approach to collaborative practice (5)
- Likelihood to provide additional social value to the community of St Ives (10)

\*for technical elements