



**Nature + Love Project**

**Quantity Surveyor**

**Invitation to Tender**

**March 2022**

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**Required Services:** Quantity Surveyor

**Estimated value of Tender:** £90,000

**Estimated Duration of Contract:**

- Development stage: Complete by end February 2023
- 4 month break (between NLHF Stage 1 and Stage 2)
  - Delivery phase: Complete February 2026

**Name of Contact:** Kirsten Walker

**Timetable for Tender Process**

ITT Issue	14/3/22
Clarifications Period Closes	4/4/22
Tender Submission Deadline	12/4/22
Clarification Meetings	25/4/22
Notification of Appointment	9/5/22
Standstill Period	9/5/22 – 16/5/22
Contract Commences	17/5/22

## **1.0 Introduction**

### **1.1 Summary:**

The Horniman Museum and Gardens is planning a major redevelopment of parts of its Gardens and its Natural History Gallery, to be completed by early 2026. The re-invigorated and re-interpreted outdoor and indoor spaces and associated collections will enable us to celebrate our love and need for the natural world and encourage an inclusive and positive movement for environmental change amongst our audiences. The redevelopment will span three gardens and two gallery spaces. The total project budget is circa £8.9million.

The Horniman Museum and Gardens is inviting tenders from appropriately qualified, experienced and resourced Quantity Surveyors.

Separately, The Horniman Museum and Gardens will be appointing the following consultants:

- Project Manager – Focus Consultants
- Architectural Design Teams which will provide the following services under one contract:
  - Lead Designer / Architect including conservation architectural advice and production of management and maintenance plan (Heritage Fund requirement)
  - Services Engineer
  - Landscape Architect incl. Playground Design
  - Structural Engineer
  - Principal Designer
  - Fire Engineer
  - Lighting Designer
- Exhibition Design Team (incl. exhibition designers (2d and 3d), AVHW consultant)
- Access Consultant
- Sustainability Consultant
- Digital Feasibility Consultant
- Evaluation Consultant
- Catering Consultant

We expect the Quantity Surveyor to work closely with these separately appointed consultants in order to deliver the project.

The Horniman Museum and Gardens will be carrying out the following pieces of work internally:

- Development and delivery of the Activity Plan
- Development of the Interpretation Plan and contents of the Interpretation
- Business planning
- Fundraising

## **1.2 Horniman Museum:**

In 1901 Frederick Horniman gave the Horniman Museum and Gardens as a free gift to the people for their education, recreation and enjoyment, and this vision still remains central to the Horniman today. A blend of high-quality collections spanning the natural, multi-cultural and musical worlds; 16 acres of well managed urban open space; community based educational and leisure programmes and a wide range of performance, events and activities provide an unrivalled opportunity to encounter and understand the richness and variety of the world in which we live.

The Horniman's audience is local, national and international and it actively seeks to attract users of all ages, backgrounds and abilities. It is a much-loved community resource for London and the South East. It has an exceptional record of educational achievement and works with a range of partners to develop its learning programme and encourage participation from as wide a range of people as possible.

## **1.3 About the Nature + Love project:**

In 2019 the Horniman declared a Climate Emergency and in 2020 published a Climate and Ecology Manifesto outlining the steps we will take to mitigate against the climate and ecological emergency, and to help shape a positive future for generations to come including the intention to be greenhouse gas neutral by 2040. The Horniman's first pledge is to deliver:

- 'an ambitious Nature + Love project to redisplay the natural history and living collections, to highlight climate and ecological issues to a wider audience'.

In the wake of the pandemic, the Horniman has revisited its long-term plans and outlined a Reset Agenda, with a number of priorities which are:

- Engage wider audiences through programming and communications
- Diversify staff and volunteers
- Consult people and work in partnership
- Address the history of the Horniman business and institutional collecting
- Enhance our digital provision
- Make the Horniman greenhouse gas neutral and more biodiverse
- Maximise income generation to support this agenda

These objectives enshrine our determination to use the Horniman's position as London's only museum of global nature and culture to raise awareness of urgent issues of climate change and global social justice, whilst becoming a more inclusive organisation and building our post-Covid organisational resilience.

Nature + Love is the priority project in the context of the Reset Agenda, and is increasingly relevant. The project improves access and use of key outdoor spaces, and will modernise the Natural History Gallery to form a key part of our strategy to engage people in directly mitigating the climate and ecological crisis. It focuses on mobilising our love and concern for future generations in order to spur action on current climate and ecological challenges.

The project is a generational transformation project and will play an essential role in strengthening the social, economic and green recovery of both the Horniman and its local community as it emerges from the devastation of the Covid-19 pandemic.

We will redevelop several areas of the Horniman's estate and heritage assets, making new connections between outdoor green spaces and interior gallery displays using accessible interpretation and digital technology.

We will create:

- The Nature Explorers Adventure Zone, a new outdoor destination in the Gardens, aimed at families and schools. This new zone will open up access to our currently underused and historically significant Nature Trail (which will also be reinterpreted and form part of this zone), establish a nature themed outdoor play area and adjacent Kindercafé – all combining to connect people with the nature, encourage nature inspired exploration and play, improve health and wellbeing and attract and widen our audiences.
- A Sustainable Gardening Zone, redeveloping and linking a new plant nursery and a new outdoor planted area in the form of a winter garden with refurbished accessible pathways and planting to reflect the seasons. This will be a reflective space, with light touch interpretation exploring sustainable gardening practices in response to the climate and ecological emergency.
- A redisplayed Natural History Gallery and Nature Explorers Action Zone, exploring human understanding of and impact upon the planet, and supporting people to make changes on a local and personal level.
- A range of nature-focused partnerships and activities to diversify our audiences.

Embedded throughout the project will be an impactful activity programme including community and school co-production projects, new volunteer opportunities and a range of digital content, aimed at encouraging more people to connect to nature and wildlife and leading to change in individual ideas and actions.

As part of this work, we are seeking Quantity Surveyor Services to help us deliver the project.

## **1.4 Current Issues for:**

### **a) The Gardens**

At this time of global climate and ecological crisis and in the wake of a global pandemic, the Nature + Love project has potential to become a focus of community, local and sectoral environmental initiatives. Lewisham Council has declared a climate emergency and has outlined tackling this and creating a greener borough as two of its strategic objectives in the Lewisham Local Plan 2021. The Lewisham Biodiversity Partnership, of which we are a member, is working on its updated action plan outlining strategies for the conservation of nature and the contribution of Lewisham's natural environment to quality of life and sustainable development objectives within the Borough, making it a better place to live, study and work. Schools' projects and activist groups have formed across south London. Our project and venue are where our community and these complementary partners and missions can come together to encourage sustainability and biodiversity and raise visitors' awareness of local wildlife, the natural world and what action they can take at an individual level.

Whole areas of our listed Gardens are under-used due to being inaccessible or undiscovered, yet their value to our community during lockdown has been evident in the visitor numbers and feedback we have received. The opportunity to provide new forms of access to nature and green space will support the wellbeing of our local community and specific targeted groups.

The first area that needs development is our Nature Trail and nearby old model boating lake – both suffering from under use and lack of investment. Our half a mile long Nature Trail is London's oldest following the route of the original Crystal Palace and South London Junction Railway. The railway was closed in 1954 and the area was left unmanaged until 1972, resulting in it becoming a wild woodland area. Today, the Trail features a variety of plants, birds, insects and other animals, including the threatened stag beetle. However, it is not directly accessible from the Gardens and consequently very few of our visitors know that it is there. Signage and interpretation are virtually non-existent, and it is almost inaccessible to those with mobility issues. Similarly, the old boating lake, one of the historic features of the Gardens, is drained to its concrete base and looks neglected and is consequently under-utilised.

The second area on the other side of the estate is our plant nursery, which is reaching the end of its life, and the adjacent South Downs Garden. Maintenance is a challenge and the current layouts do not make the most of these spaces. The nursery, whilst a critical resource that allows the Gardens team to produce plant material for pop-up gardens and temporary displays each year, urgently needs replacing with modern facilities designed for public access. Planting in the South Downs does not take account of ground conditions in the area and because of the steep incline paths are very difficult to maintain, meaning this space is becoming less accessible to our visitors and is closed off in a number of places.

#### **b) The Natural History Gallery**

Our Natural History Gallery first opened in 1901 and has changed very little over the past century. Indeed, the bulk of the interpretation has been in-situ since the 1960s. The Gallery features several different natural science-based topics and themes, mainly evolution and adaptation. The approach to interpretation is out of date and much of the labelling is scientifically inaccurate. The poor presentation of scientific content, its relevance and comprehension are a significant barrier for families, schools and marginalised groups. It makes few connections between people and nature and does not explain the impact and implications of climate change or biodiversity loss and what this means for the future of life on the planet and what we might do to help.

This Gallery still retains many of the original showcases built in 1901 and these contribute to an historic atmosphere much loved by our visitors; however, the cases are not airtight, let in dust and insect pests, have minimal lighting and need refurbishment to improve their condition. Most of the cases retain their original Edwardian locks and are either very difficult or very easy to open.

The general infrastructure of the Gallery needs urgent attention, the fabric of the roof is failing, there are damp walls, worn out floors, pest infestation issues and the lighting and gallery environment are difficult to control with temperature and humidity fluctuating widely between the summer and winter months. The redevelopment of its companion gallery, the World Gallery in 2018, has only served to highlight its outdated and tired infrastructure and content. All of these issues affect the visitor experience and need to be addressed as part of the Nature + Love project.

### **c) Our Natural History collection**

In 2012-13 we conducted an in-depth review of our Natural History collection, supported by the Esmée Fairbairn Collections Fund. This enabled us to re-evaluate the strengths and potential of the collection for increased public engagement, display, and in learning and research terms. The Natural History collection contains around 250,000 specimens. Currently only a small proportion are on public display, the vast majority for many decades without rotation. Recent research shows that our visitors would like to see a greater diversity of specimens on display that showcase the quality and significance of our collection. A major re-design and re-display of the gallery introducing new themes and topics will allow us to showcase more of the spectacular and significant specimens currently housed in our Study Collections Centre, many of which have not been displayed for many decades.

In addition to this, new acquisitions and loans (large taxidermy specimens or dinosaur models) will be procured as spectacular gateway specimens to provide a more accessible route into a particular topic or theme.



## **2.0 Nature + Love Project**

### **2.1 Audiences:**

Nature + Love offers the Horniman the ability to create a seismic shift in our audience development work by appealing to a wider range of visitors, including current non-visitors. Our audience research has identified an appreciation of nature as the common thread amongst all existing and non-visitors. Our priority objective therefore is to use the project as a mechanism for increasing the diversity of our general audiences to more closely match that of the London population in terms of ethnic and socio-economic backgrounds, and disability. Whilst undertaking extensive targeted engagement with local community, marginalised and schools' groups, we will also take an intersectional approach to how we achieve these demographic changes in our audience profile by embedding a new audience segmentation system into the project.

We will prioritise two general audience segments in particular that have high representation of these demographic targets, alongside underrepresentation in our current audience profile. These are:

- Active Achievers – families that live for exciting, challenging, new experiences which take them out into the world, but are less confident in conventional cultural spaces.
- Self-Improvers – adults focused on living their best lives, seeking enjoyment and fulfilment. Connecting with the natural world helps meet their need for both physical and mental wellbeing.

England's Index of Multiple Deprivation places Lewisham in the top 20% most deprived areas in England. 46% of residents are from ethnic minorities, this rises to c. 76% among school children. 51% of Lewisham residents live in rented property, often without a private green space. Research from the Office for National Statistics (ONS), Natural England and the Mental Health Foundation have shown the inequalities that exist and how the desire for engagement with nature is not matched with access to high-quality nature spaces for everyone in the UK. The MHF found younger adults, and people living with a disability or health condition, often face particular barriers when natural spaces are not equipped with inclusion in mind or there is a lack of accessible routes. Also, even when we compare people of similar age, social grade and living situation (similar area, with or without children), those of Black ethnicity are 2.4 times less likely than those of White ethnicity to have a private garden (Office for National Statistics, 'One in eight British households has no garden', May 2020).

High quality redevelopment of urban parks, designed with accessibility in mind, can undoubtedly enable more people to enjoy and connect with nature. We will work hard during every stage of the project to ensure that ethnicity, age, socio-economic status, previous cultural engagement and disability are not barriers to engagement. Each element of our activity programme will be developed in consultation or co-production with a mix of audience demographics reached through diverse partners, representative organisations, surveys and consultation panels, to ensure that a broad range of visitor needs are met, that the experience will be enjoyable and relevant, and subsequent marketing promotion is targeted and appealing. Barriers identified during this ongoing consultation will be addressed as they arise.

The main groups and partners to participate in the project will be:

1. Non-Audience Active Achievers and Self Improvers – We will recruit a panel of approx. 12 non-Horniman visitors from the local area (Lewisham, Lambeth and Southwark)
2. School children and their teachers from five Lewisham schools with a high percentage of free school meals and/or from ethnic minority backgrounds
3. Representatives of Special Educational Needs and Disability groups as members of our Access Advisory panel, looking at the development of accessible wayfinding, interpretation, audio description tours, BSL-led family activities and early relaxed openings
4. Families with limited access to outdoor space or wildlife
5. Young people interested in developing digital and other skills, which for some will move them nearer to employment
6. Marginalised adults including those most vulnerable to lower levels of wellbeing, and experiencing social isolation via eight community partners
7. Existing audiences and local stakeholders
8. Local environmental action stakeholders and nature-themed organisations
9. Volunteers.

## **2.2 Gardens improvements we want to achieve:**

We will transform two areas of the Gardens into new outdoor interactive zones. The **Nature Explorers Adventure Zone** will be an engaging and enjoyable outdoor family destination. Unified by a local wildlife theme, and supported by a sensory trail embedded across the estate and Nature Trail, the new zone will open up access to the Nature Trail and establish a new outdoor play area and Kindercafé nearby, overall combining to attract new and different audiences and encourage improved health and wellbeing through nature exploration and play. Its components are:

- A new Kindercafé by the old model boating pond, with an adjacent welcome space for programmed activities in the play area and Nature Trail, that includes interpretation on the history of the Trail, the historic woods and the important local biodiversity and habitats in and around the site.
- An outdoor local nature-themed children's play area with climbable logs, rope walks with a prehistoric / evolution garden theme.
- An accessible level link to the Nature Trail from the Horniman Gardens.
- Improvement of the Nature Trail potentially including the relocation of our Wildlife Garden there; bug hotels; more interpretation, and opening up its southern end as a through-route linking to the Green Chain Walk via Camberwell Old Cemetery.

The second outdoor zone will be a **Sustainable Gardening Zone**, redeveloping and linking a new, publicly accessible plant nursery to a transformed South Downs Garden that includes refurbished pathways for improved accessibility and new, immersive, sustainable planting displays, for example a Winter Garden to provide colour and diversity in the colder months. This new zone will also include a community outdoor engagement space where we look at themes that will help visitors make lifestyle changes within their home and garden. These include: Composting and recycling; Sustainable water use; Encouraging wildlife friendly gardening and choosing more suitable plants for your garden.

## **2.3 Practical Considerations for the Nature Explorers Adventure Zone:**

- Widen and diversify our audiences through an outdoor, accessible (non-‘museum’) offer, aimed at ‘Active Achievers’, ‘Devoted Domestics’, families and schools.
- Interpretation will be light touch, and focus on the visual and exploratory rather than be text heavy.
- The existing planting along the Nature Trail is important and should be retained and enhanced, we have recent quarterly ecological management surveys which should be used to inform this project
- The Kindercafé and play spaces could have a prehistoric / evolution garden theme.
- Important that the Kindercafé provides toilets and storage facilities to support schools and group activities along the Nature Trail.
- The budget for the new build Kindercafé is limited (£388k plus inflation) so we expect a modular/ low-cost approach.
- Drainage around the old boating pond is very poor and a ground drainage survey is available to inform the project.
- There are residential buildings close to the Nature Trail and consideration of this should inform the development.
- Create an additional visitor destination / enhance our day out offer.
- Encourage visitation to a currently under visited area / encourage better footfall distribution across the estate.
- Encourage wildlife/biodiversity and raise visitors’ awareness of local wildlife.
- Provide more catering covers and generate income.

## **2.4 Practical Considerations for the Sustainable Gardening Zone:**

- Widen and diversify our audiences, aiming to reach ‘Self- Improvers’, ‘Cultural Enthusiasts’, schools and community groups.
- Provide propagation facilities that are modern and fit for purpose - automatic venting, heating using sustainable biomass boiler and rain harvesting technology.
- Make better use of existing space, by removing poly tunnels and glasshouses and replacing with one single glasshouse freeing up more room for an uncovered hard standing area for plants.
- Viewing area that gives people the opportunity to see inside a modern nursery setup.
- Work with communities and visitors to show how they can be more sustainable in their own gardens, showcasing the Horniman’s own environmental awareness.
- Improve accessibility to the South Downs.
- Improve the horticultural offer, create winter plant interest using coloured stems, winter flowers, structural evergreen shrubs and trees and winter bulb display in the South Downs area.
- Incorporate an area fit for outdoor Learning activities.
- Increase diversity of Garden’s collections.

## 2.5 Natural History Gallery improvements we want to achieve:

Our new Natural History Gallery will retain its historical infrastructure and atmosphere, as well as many of our most popular specimens like the walrus. Using our existing collections, new acquisitions and loans, our displays and interpretation will be brought up to date – including human impact on the environment for the first time, making it more relevant and accessible to a wider range of people, and in particular ‘Devoted Domestics’ with a focus on families with children aged 4-10. The Gallery will explore and celebrate our love and need for the natural world and also show how people have related to, understood, exploited and changed the natural world around the globe through time. It will examine our impact on the planet, the lessons we might learn, and how new scientific approaches, advances, fresh thinking and understanding can guide us towards a more sustainable, healthy and balanced future.

A re-focussed and expanded Nature Base will be transformed into a **Nature Explorers Action Zone** aimed at families with children under 5 and providing the main interactive focal point for the gallery. **Coproduced** with local families, it will explore why we need nature and it needs us, the diversity of local nature, and encourage learning from an early age, with an emphasis on how families can care for and take positive action for nature in a light touch, fun and engaging way.

We envisage the following improvements to the infrastructure of the historic Natural History Gallery:

- Replacing the lead roof where it is failing and insulating the upper part of the roof to improve the efficiency of environmental control in the gallery.
- Refurbish penthouses in the roof to improve ventilation in the space.
- The provision of a new mansafe on the roof.
- Attending to damp walls and poor decoration.
- Improving and replacing mechanical and electrical services across the gallery.
- Ensuring that environmental controls and gallery lighting are more effective and energy efficient.
- We also envisage retaining and refurbishing the historic showcases to improve their air tightness, security and accessibility.

We envisage that interpretation in the gallery will:

- Celebrate the diversity and beauty of the natural world, instilling a sense of curiosity, exploration and wonder.
- Be playful, fun and surprising, and highly family- and learner-friendly, including robust hands-on (interactive, multisensory and participatory) elements where suitable to aid engagement and understanding.
- Ensure the climate and ecological emergency is suitably emphasised and integrated across all theme areas of the gallery, coupled with positivity about action that is being taken, and that can be taken by visitors.
- Include co-produced elements, created with appropriate local community groups and schools.

## **2.6 Practical Considerations for the Nature + Love redevelopment:**

### **Gallery look and feel:**

As mentioned above we wish to retain the historic nature and atmosphere of the existing Natural History Gallery if at all possible. Many of the existing cases were constructed as part of the original Charles Harrison Townsend 1901 building development and are considered to be part of the Grade 2\* listing. We know that our visitors love the historic look and feel of the existing space and the opportunity it provides for all our visitors to get up as close as possible to the specimens without actually touching them.

It is, however, essential that the gallery spaces, displays and interpretation are brought up-to date and we would expect the end result to be friendly, accessible and unthreatening, with relaxed seating, appropriate interactives, digital interventions and an interactive action zone. We wish to create an environment that inspires our visitors to explore and celebrate our love and need for the natural world, instilling a sense of curiosity and wonder and challenging visitors to take positive action to help preserve the world we all share. Further detail can be found in Appendix F - the Draft Interpretation Plan.

We envisage that graphics and interpretation will draw on the use of our house branding and font.

### **Showcases:**

We are keen to explore the potential to retain many of the existing showcases by refurbishing them to improve their air-tightness, incorporate local environmental control into the bases of these cases, improve security and safety aspects of the cases and install better and more efficient display lighting. A study will be carried out at the beginning of the development stage of the project to test the feasibility and costs of this approach and we expect the Exhibition Design Team to work with us to specify this test.

We anticipate that we will need some new showcases to support the exhibition design and these should be specified to meet GIS standards to support any potential loans from other museums.

### **Lighting:**

The main lighting design scheme for the space needs to be creative, sustainable, and flexible and ultimately, it needs to show the nature and beauty of the collection as well as enabling our visitors to easily read all the interpretation and navigate the gallery safely.

The lighting design will sit within the Architectural design team's scope of works and we expect them to work closely with the exhibition designer to deliver the overall lighting scheme including within the showcases.

### **Interpretation:**

We will provide a range of interpretation routes through the site for visitors which will include accessible materials to support parents/carers/teachers in the interpretation of the spaces for their children/pupils. The interpretation must be accessible to existing and new audiences as it is essential that this project achieves its objective of widening audiences.

The new interpretation will need to link across all aspects of the Nature + Love project, from the Natural History Gallery and out to the Nature Explorers Adventure Zone and Sustainable Gardening Zone in the Gardens. A draft site-wide interpretation plan is at Appendix F and will form part of the basis for your design brief, this plan will be developed further during the early stages of the development of the project.

**Interactivity, physical and digital:**

Our Nature Explorers Action Zone (currently the Nature Base) will provide a dedicated interactive area in the Museum for families with young children, instilling a sense of curiosity and wonder and supporting and challenging people to take positive actions that are good for nature. This area needs to be fun, engaging and participatory, with a focus on robust low-tech interactives, connecting young people with nature, and encourage families and school groups to care and take action for nature in a positive way. We will build on the findings of our Environment Champions Community to support the development of this project along with a pilot co-production project to be delivered during the development phase.

We want digital interpretation to be an integral part of the gallery but we do not want it to dominate the display and would seek solutions which do not require lots of hardware in the space. Any digital interventions would need to be accessible to family groups together, with sound not being intrusive to other visitors. We would also need the digital experience to have longevity as the life of the gallery may be at least 20 years. We will work with consultants during project development to work up a feasibility study for our digital interventions.

**Object mounts:**

The object mounts are likely to include a mixture of plinths, bespoke metal work and acrylic supports. Our mount making team have developed a bespoke metalwork mounting system which was used successfully to deliver the World Gallery and we intend to work closely with the Exhibition Designer and our teams to use this system for the Nature + Love project. It is anticipated that the Horniman will appoint a mount making contract for the delivery of some of the mounts, some will be delivered by the exhibition fit out contractor and some by the Horniman team.

All of these new and redisplayed spaces will be linked through an accessible, themed and cohesive approach to interpretation, alongside new wayfinding signage and interactive trails that encourage exploration and connections between the indoor and outdoor.

**2.7 Environmental issues / Sustainability:**

In 2019 the Horniman declared a Climate and Ecological Emergency and published its Climate and Ecology Manifesto in early 2020, with the aim of becoming greenhouse gas neutral by 2040. It is essential therefore that we take a low impact approach to the design and specification of all elements of this project, wherever possible reducing its environmental impact and ensuring that all materials specified are either recycled and reused (including reusing our original cases where possible) or obtained from environmentally sound and sustainable sources. We will commission a sustainability consultant to help us develop and implement a sustainability strategy for the project. They will address issues including low impact design and carbon emissions reduction; design durability and resilience; adaption to climate change; and ecological value and biodiversity protection. We expect the Exhibition Designer to work closely with them and ensure the materials, processes and finishes specified are of the highest environment standards.

## **2.8 Accessibility:**

The Horniman is firmly committed to ensuring that all its projects are designed with full consideration given to the physical and intellectual needs of all its visitors, including children, people who are disabled, learning disabled, Deaf or hard of hearing. Commitment to the principles of the Social Model of disability and Universal Design is an essential requirement in the selection of the Exhibition Design Team and will not be compromised. We aim for the project to be award winning in its approach to accessibility.

We have a long-standing external Access Advisory Group who meet at least four times a year and who will work closely with us on the Nature + Love project. We expect all design teams to work closely with this group throughout design development, allowing sufficient time for them to review and comment on plans at key stages. In addition to this we will appoint an Access Consultant to provide advice throughout project development and delivery and would expect the design teams to work closely with this consultant.

## **2.9 Health and Safety:**

The design and specifications of the galleries must comply with the relevant statutory regulations regarding health and safety, fire safety and emergency escape requirements and to this end, before final working drawings are produced, the Design Team must supply plans and details of materials to be used for approval by the Client, local authority Fire Officers and any other relevant statutory body. All requirements of the CDM Regulations 1994 and the Health and Safety at Work Act 1974 must be complied with.

## **2.10 Longevity and Maintenance:**

The intention of the Horniman is to create an environment which is robust, hard wearing and as low maintenance as possible to cope with the demands of extreme usage by a large number of visitors of all ages. We would expect the lifetime of the Garden's structures, interpretation panels and the galleries to be at least 20 years with an update after 10 years.

It is anticipated that all buildings, lighting and any environmental control systems as installed will be capable of being maintained by our in-house team and term Mechanical and Electrical (MEP) contractor and that a maintenance budget projection will be provided for routine AV maintenance and cyclical replacement (using an external firm, as we do not have an onsite AV team). Hard and soft landscaping will be maintained by our Gardens and Estates teams.

## **2.11 The Development Process:**

The development of the Nature + Love project is dependent on securing a significant grant from the National Lottery Heritage Fund. We received a Stage 1 pass in December 2021 and have just started the development phase of the project. The development phase will consist of working up the designs to the equivalent of RIBA Work Stage 3 and submitting a Stage 2 funding application to the NLHF in February / March 2023.

If a Stage 2 pass is achieved, the scheme will then be worked through to final design and realisation.

The selected Quantity Surveyor will work closely with the Horniman's project team which includes our Principal Curator of Natural Sciences, Director Collections Care and Estates, two Client Project Managers, and the Exhibitions and Design Manager. A Capital Project Board, chaired by one of our Trustees and the National Lottery Heritage Fund, will sign off the different design stages. The Quantity Surveyor will work alongside the Architectural and Exhibition design teams and other consultants, as listed at the front of this brief.

The Horniman has committed itself to undertaking widespread consultation, co-production and evaluation over the development of its projects and has already discussed the Nature + Love project with a range of stakeholder groups. This process will continue during the development phase and the designers will be expected to participate in this (3 sessions per RIBA Stage 2-5) and to integrate the results of the consultations into their designs.

## **2.12 Constraints:**

The galleries are all Grade 2\* and therefore planning permission and Listed Building Consent will be required for any changes.

The Gardens are within a Conservation Area and are Grade 2 Listed and therefore planning permission will be required for any changes. The majority of the site is also designated Metropolitan Open Land.

There is a potential for significant funding from DCMS as long as we can complete the infrastructure works in the Gallery during April 2024-March 2025. This is a critical consideration in the project's programme.

## **2.13 Project Timing:**

December 2021	Stage 1 result from NHLF
February 2022 - January 2023	Development phase: design team procured and design completed to RIBA Work Stage 3
February 2023	Stage 2 submission to NHLF
July 2023	Stage 2 result from NHLF
July 2023 – June 2024	Final design and procurement
April 2024 – March 2025	DCMS funding available for infrastructure works to the Gallery
May 2024 – February 2026	RIBA Stage 5 Construction



### **3.0 Consultant Brief**

#### **3.1 Introduction:**

The Consultant shall provide the Services described with an excellence of service as expected of a competent, professional person of the relevant discipline in the performance of their services who is experienced in carrying out such services in relation to works of similar size, scope and nature to the proposed works.

The Consultant will be required to provide all services identified within the Schedule of Professional Services included at Appendix A.

The Horniman Museum and Gardens reserves the right to use or publish any part of the documents in association with the development of the scheme.

Any reports, design work and proposals will become the property of the Horniman Museum and Gardens.

#### **3.2 Basis of Appointment:**

The Quantity Surveyor appointment will be by a '*JCT Consultancy Agreement (Public Sector) (CA) 2016*'. The employer will be the Horniman Museum and Gardens.

If you have any comments or proposed amends to the draft appointment deeds, please include them with your tender response.

#### **3.3 Insurance:**

The Quantity Surveyor will be required to maintain the following insurances:

- Employer's (Compulsory) Liability Insurance = £5,000,000
- Public Liability Insurance = £10,000,000
- Professional Indemnity Insurance = £5,000,000

## 4.0 Instructions to Suppliers

### 4.1 Summary of Information to be included within the Tender Submission:

- Form of Tender (Appendix B) which includes:
  - Fee Offer
  - Fee Breakdown
  - Rates
  - Expenses and Disbursements
  - Offer Period
  - Official Signature.
- Copy of Insurance certificates demonstrating:
  - Employer's (Compulsory) Liability Insurance = £5,000,000
  - Public Liability Insurance = £10,000,000
  - Professional Indemnity Insurance = £5,000,000
- Three case studies of projects (1 side of A4 per case study) which include:
  - National Lottery Heritage Fund funding
  - Exhibition and Interpretation
  - Landscaping
  - Work to Grade I or II\* listed building
- CVs of the key personnel that will work on the project
- Outline methodology (maximum 4 sides of A4) including how you would approach the project, identifying key risks and mitigations
- Health and safety, environmental and equal opportunities policies
- Company accounts for the last three years
- Any comments or proposed amends to the draft appointment deeds including the collateral warranty.

### 4.2 Submissions:

Tenders must be submitted **by no later than 4pm, 12<sup>th</sup> April 2022**. The tender is to be submitted via [administration@focus-consultants.com](mailto:administration@focus-consultants.com).

During the tender period, should the tenderer wish to present questions or seek clarification on any information contained within this pack, requests will only be considered up to 4/4/22 via [administration@focus-consultants.com](mailto:administration@focus-consultants.com)

### 4.3 Procurement Programme:

The programme for the procurement process is as follows:

ITT Issue	14/3/22
Clarifications Period Closes	4/4/22
Tender Submission Deadline	4pm, 12/4/22
Clarification Meetings	25/4/22
Notification of Appointment	9/5/22
Standstill Period	9/5/22 – 16/5/22
Contract Commences	17/5/22

### 4.4 Judging Panel and Evaluation Criteria:

The judging panel will be made up of key members of the Horniman Museum and Gardens and Focus Consultants. The tender assessment criteria for all tenders will be based on qualitative and quantitative criteria as follows with associated weighting:

<b>Quantitative</b>	Price	40%
<b>Qualitative</b>	CVs of the key personnel that will work on the project	20%
	Three case studies of projects which include: <ul style="list-style-type: none"><li>- National Lottery Heritage Fund funding</li><li>- Exhibition and Interpretation</li><li>- Landscaping</li><li>- Work to Grade I or II* listed building</li></ul> (maximum 1 side of A4 per case study)	20%
	Outline Methodology including how you would approach the project, identifying key risks and mitigations (maximum 4 sides of A4)	20%

A desktop assessment will be carried out of all tenders received against the criteria outlined below. Where questions are to be scored and weighted, each question and sub-question will be scored in accordance with the scoring matrix below. The score will then be awarded and the percentage weighting applied to give the weighted score for that question.

<b>Capability</b>	<b>Response</b>	<b>Remark</b>	<b>Marks</b>
Supplier is likely to be able to meet the needs of the Authority.	Response exceeds the anticipated answer and is completely convincing and relevant to the Project with substantiation from independent sources and references.	Absolute Confidence	10

<b>Capability</b>	<b>Response</b>	<b>Remark</b>	<b>Marks</b>
Supplier is likely to be able to meet the needs of the Authority.	Response comprehensively answers the question and is convincing and relevant to the Project.	Confidence	8
Small risk that Supplier will not be able to meet the needs of the Authority.	Response sufficiently answers the question without omission and is generally convincing and relevant to the Project.	Minor Concerns	6
Moderate risk that the Supplier will not be able to meet the needs of the Authority.	Response has minor omissions and is in part(s) unconvincing or irrelevant to the Project.	Moderate Concerns	4
Significant risk that the Supplier will not be able to meet the needs of the Authority.	Response has major omissions and is largely unconvincing or irrelevant to the Project.	Major Concerns	2
Supplier will not be able to meet the needs of the Authority.	No response or misleading response provided.	Not Acceptable	0

The price related elements of the qualitative criteria will be scored in accordance with the following;

The lowest price or percentage will be awarded maximum mark of 10. All other tenders will then be assessed against the lowest with marks being deducted by the percentage that their submission is higher as per the worked examples below. Note that the minimum score that will be awarded is 0.

<b>Example 1</b>	<b>Tender Price</b>	<b>Percentage Difference from the Lowest (x%)</b>	<b>Calculation of Score 10 – (10*x%)</b>	<b>Score Awarded</b>
Tenderer A	£10,000	0%	10 – (10*0%)	10
Tenderer B	£12,000	20%	10 – (10*20%)	8
Tenderer C	£17,000	70%	10 – (10*70%)	3
Tenderer D	£25,000	150%	10 – (10*150%)	0
<b>Example 2</b>	<b>Tender Percentage</b>	<b>Percentage Difference from the Lowest (x%)</b>	<b>Calculation of Score 10 – (10*x)</b>	<b>Score Awarded</b>
Tenderer A	20%	0%	10 – (10*0%)	10
Tenderer B	25%	25%	10 – (10*25%)	7.5
Tenderer C	30%	50%	10 – (10*50%)	5
Tenderer D	45%	125%	10 – (10*125%)	0

The resource related elements of the qualitative criteria will be scored in the same way but to the inverse with the highest resource awarded maximum mark of 10. All other tenders will then be assessed against the highest with marks being deducted by the percentage that their submission is lower as per the worked example below. Note that the minimum score that will be awarded is 0.

<b>Example 3</b>	<b>Tender Resource Days</b>	<b>Percentage Difference from the Highest (x%)</b>	<b>Calculation of Score <math>10 - (10 \times x\%)</math></b>	<b>Score Awarded</b>
Tenderer A	200	0%	$10 - (10 \times 0\%)$	10
Tenderer B	180	10%	$10 - (10 \times 10\%)$	9
Tenderer C	140	30%	$10 - (10 \times 30\%)$	7
Tenderer D	30	85%	$10 - (10 \times 85\%)$	1.5

In addition to the desktop assessment, tenderers may be invited to attend a clarification meeting on 25/4/22.

#### **4.5 Site Visits and Queries:**

The museum and gardens are a public site so teams are free to visit within opening hours.

#### **4.6 Contract Award:**

Suppliers and those organisations looking to bid for public sector contracts should be aware that if they are awarded a new contract with a publicly funded body, the resulting contract will be published. In some circumstances, limited redactions will be made to some contracts before they are published in order to comply with existing law and for the protection of national security.

## **Appendices**

**A – Schedule of Services**

**B – Form of Tender**

**C – Site Plan**

**D – Project Cost Information**

## **Appendix A**

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### Schedule of Services

## QUANTITY SURVEYOR - SCHEDULE OF SERVICE

### 1.0 General:

- 1 Provide cost management and quantity surveying services as required to support the Project Manager by providing cost advice and cost management for the project from inception to completion
- 2 Advise the Client on demolition, strip-out, site investigation and enabling works contracts required before the Building Contract.
- 3 Advise on the likely effect of market conditions.
- 4 Advise the Client on any specialist services and contractors required.
- 5 Comply with the CDM Regulations insofar as they relate to this Appointment
- 6 Liaise with other consultants on the project team and ensure that the services listed hereunder are fully coordinated with the services provided by those consultants
- 7 Liaise with the Client and other consultants to prepare cost information in line with National Lottery Heritage Fund application form and guidance and to cover all aspects of the project e.g. capital, fit out, interpretation, activity, staffing, in kind contributions, volunteer hours and other costs
- 8 Participate in the operation of an early warning system whereby the Quantity Surveyor shall notify the Client, Project Manager, other consultants and contractor as soon as the Quantity Surveyor is aware of a matter that may adversely affect the project or its performance
- 9 Co-operate at all times with the Principal Designer
- 10 Attend meetings with the Client, Project Manager, other consultants and contractor as necessary for the performance of the services
- 11 Support the Client and Project Manager in the preparation of funding and grant draw down applications.
- 12 Attend and contribute to value engineering, value management, sustainability and risk management workshops and exercises throughout the project duration
- 13 With input from other members of the Project Team, cost the risk register
- 14 Attend Capital Project Board meetings as required
- 15 Attend and contribute to meetings with funders e.g. National Lottery Heritage Fund. Attendance limited to 2 meetings
- 16 Prepare all cost reports or information required for funding; applications, reporting, audits
- 17 Follow and participate in the Change Control Procedures and provide relevant cost information
- 18 Monitor design development against the Project Budget
- 19 The Quantity Surveyor, Client and his/her representatives, other consultants and all stakeholders will work closely together to foster a partnering culture. The culture will embody the principles of mutual trust and co-operation with an overall aim of delivering a successful project on time and to budget
- 20 Input into a procurement strategy outlining options for procurement of the main contractor(s).
- 21 Provide a pro-active cost advice service to support the Client and the Other Consultants in considering the cost implications of design options/ alternatives or constructional approaches throughout
- 22 Perform the Services necessary for completion of the works in line with the project programme.
- 23 Give to the Client reasonable prior notice of and invite the Client to attend all meetings called by the Consultant in relation to the Project; attend all meetings called by the Client, the Project Manager and the Other Consultants in relation to the Project as appropriate/ reasonable



- 24 Keep full and proper records of all key meetings and negotiations attended or conducted by the Consultant and make the same available for inspection by the Client forthwith on request
- 25 Deliver the Project in line with the Project Execution Plan (PEP) and report progress against the PEP baseline throughout
- 26 Perform such other duties as may reasonably be required by the Client to secure the completion of the Project
- 27 The Consultant shall, if requested to do so, assist the Client in respect of any claims or proceedings made in relation to any of the Other Consultants or the Contractors
- 28 The Consultant shall issue monthly project progress reports detailing the project status under the following headings:
  - Works Undertaken
  - Forthcoming Actions
  - Information / Decisions / Key Actions Required
  - Cost report
  - Risk Issues
  - Issued Information / Design Status.

## **2.0 RIBA 2013 Stages 2-4 Design - Concept, Developed and Technical:**

1. Develop a strategic cost plan for the realisation of the Project(s) including a review of the cost information submitted to NLHF at Round One.
2. Liaise with the Client and the Professional Team to determine the Client's initial requirements and to develop the Client's Brief.
3. In liaison with the other members of the Project Team, undertake such further cost studies as may be necessary to submit proposals and options to the Client, including an anticipated programme and costs. In co-operation with the other members of the Project Team, undertake all work necessary to obtain Client approval to proceed on the basis of the agreed proposals. Advise on the cost effect of energy options. Advise on procurement options.
4. Prepare a Cost Plan at the end of each RIBA Stage. Meet with the Design Team to review and check the Cost Plan. Present the Cost Plan to the Client and Project Team.
5. Advise on appropriate levels of inflation.
6. Monitor design development against approved cost targets and continue that monitoring up to tender stage.
7. Provide such cost advice as is necessary on alternative design solutions up to tender stage and exercise all reasonable skill, care and diligence to ensure that the final solutions adopted are within the overall cost for the Project approved by the Client.
8. Prepare a final cost plan for the Project based on the approved cost and anticipated start and completion dates. Thereafter, monitor the development of the scheme design against that cost plan up to tender stage. Report any anticipated difficulty to the Client, including proposals for overcoming that difficulty, and obtain the Client instruction in sufficient time to allow corrective action to be taken.
9. Where the Client has indicated the possibility of a change to the agreed brief during the design phase, inform the Client of the cost and programme implications and obtain instructions from the Client.

10. Support the Client during the development of the Business case, providing cost advice as required, in particular net present value calculations
11. Provide cost information for consultation with those identified by the Client and for special presentational information to be used by the Client.
12. Input into the preparation of the Management and Maintenance Plan and provide a detailed budget estimate for the maintenance works detailed.
13. Consider the most suitable options for procuring the Works and, following discussion with other consultants who may be appointed, make recommendations to the Client and obtain instructions. Obtain the proposed list of Contractor Designed Portion elements in RIBA Stage 2 from the Design Team and share this list with the Client for agreement.
14. Obtain drawings or other necessary information from the other members of the Project Team and prepare schedules, bills of quantities or other documents necessary for the placing of contracts.
15. Comment as necessary to the Client and the Consultants upon the selection, availability and price of materials, building systems and equipment
16. Comment to the Client if at any time the cost might reasonably be expected to exceed the budget.
17. Assist in advising the Client of any cost implications of requirements necessary to satisfy local and statutory authorities and statutory undertakers other bodies having jurisdiction over the Project and in suggesting to the Client and the Consultants possible alternative design solutions
18. In conjunction with the M&E Engineer, advise on the cost of any major items of plant and equipment necessary for the Works. Also consider and advise the client on lifecycle costs of new equipment.
19. Liaise with the Professional Team and procure demolition, strip-out, site investigation and enabling works contracts required before the Building Contract.
20. To the extent considered necessary, and following consultation with, and approval by the Client, in conjunction with the M&E Engineer invite pre-tender quotations for plant and equipment.
21. Exercise all reasonable skill, care and diligence to ensure that life cycle costings and environmental assessment techniques are applied to the Project and adopt solutions giving the best overall value for money and, where this may result in the cost limit for the Works being exceeded, make recommendations to the Client and obtain instructions.
22. In conjunction with the Project Manager lead on the discussions on the most suitable options for the procurement of the Works, make recommendations to the Client and obtain instructions.
23. In liaison with the other members of the Project Team, exercise all reasonable skill, care and diligence to ensure that all schedules, bills of quantities or other documents necessary for placing of contracts are completed and fully co-ordinated, are in accordance with the brief approved by the Client and are available on the programmed date. Advise the Client on the proposed provisional sums included in the tender documentation before tender issue.
24. Ensure that a pre-tender cost check is prepared based on the tender documentation and inform the Client of the result of that check.
25. Agree with the Client final arrangements for the obtaining of tenders.
26. In liaison with the other members of the Project Team, invite tenders from contractors included on the list approved by the Client and arrange for tenders to be returned in accordance with the Client tendering procedures.
27. Copy all correspondence regarding the obtaining of tenders direct to the Client.
28. As the Client may require, assist with calculating the fees of other Consultant Disciplines.
29. Carry out an arithmetical and technical check of the contractors' priced documents prior to producing a tender report to the Client.

30. In liaison with the other members of the Project Team, report on the tenders received, make recommendations to the Client and advise on any corrective action which may be required if the lowest tender is higher than the approved cost for the Works and obtain the Client instructions.
31. Advise the Client on the commercial and general risk implications associated with any clarifications, exclusions and qualifications in the bids received from the tendering parties and suggest mitigating measures as appropriate.
32. Ensure that the risk register is updated and shared with the Client as part of the final tender evaluation and following the acceptance of a tender.
33. Ensure that the proposed acceptance of any exclusions, clarifications, and qualifications as part a tender negotiation is shared with the Project Team and obtain feedback on the any implications on their design, specification including interfaces with contractor designed elements.
34. Obtain the Client's decision regarding the acceptance of a tender.
35. Obtain the Client's approval to proceed to Stage 5.

### **3.0 RIBA Stage 5 Manufacturing and Construction:**

1. In liaison with the other members of the Project Team, provide the Client with the documents necessary to let the Works contract.
2. Prepare the Contract Documents and issue to the Client for review before issuing to the Contractor for execution.
3. Advise on all insurance matters arising in relation to the Project and assist the Contractors in the submission of and settlement of any claims pursuant to such insurances.
4. Report to the Client on the anticipated cash flow.
5. Undertake risk assessments and provide inputs to the project risk register. Cost the risk register and update when reasonably required by the Client, and for the monthly cost report
6. Undertake value management exercises.
7. In collaboration with the other Project Team members, assist the Contract Administrator in administering the terms of the Works contract during operations on site and relating to the completion of the Works.
8. Attend the regular meetings with the Contractor and other members of the Project Team. Provide advice on the cost position of the Project relative to the overall cost of the Works approved by the Client and recommend any corrective action which may be necessary.
9. In liaison with the other members of the Project Team, exercise all reasonable skill, care and diligence to ensure that rigorous post contract cost control procedures are established to ensure financial control covering the issue of instructions which vary the Works, formal Change Requests, uninstructed potential changes arising from design development post contract, and early warning reporting of potential changes raised by either the Client, Project Team or Contractor. Issuing cost reports to the Project Manager on a monthly basis.
10. Visit the site at such intervals as are necessary to be fully aware of all matters which could affect the cost of the Works and keep appropriate records.
11. Assist the Project Manager to recommend to the Client adjustments to the master programme as may be necessary in the light of progress on Site.
12. Advise on the desirability of making payment for off-Site goods and materials. Assist the Other Consultants in valuing the same.

13. Produce monthly financial statements or at such other intervals to be agreed, showing the current financial position of the Project and a forecast of the cost at completion and submit directly to the Project Manager, and copy to the Client and the other Consultants on the Project Team.
14. Value work in progress including the adjustment for variations in accordance with the Works contract and make recommendations to the Project Manager or direct to the Client as applicable.
15. Throughout the course of the Works contract, liaise with the Contractor and, as necessary, with others to ensure that settlements of all accounts for the Works are achieved within the stipulated period.
16. Alert the Client, the Project Manager and the other members of the Project Team to the possibility of receiving claims from the Contractor. If such claims are submitted, keep the Client and others fully informed at all stages.
17. If instructed, and in co-operation with the other members of the Project Team concerned, evaluate claims and make recommendations.
18. As requested by the Client, or by Project Manager or other members of the Project Team, provide estimates of cost of proposed variations to the Project and make suitable allowance in periodic cost reporting.
19. At such intervals as may be necessary, update the forecast of cash flow and inform the Client accordingly.

#### **4.0 RIBA Stage 6 Handover and Close Out:**

1. Undertake tasks listed in Handover Strategy.
2. Prepare a final account or accounts for the Contractor and any specialist sub-contractors in accordance with the terms of the contract.
3. Provide a detailed statement of final cost to the Project Manager and the Client.
4. Make recommendations for final payment including any retentions.

#### **5.0 RIBA 2013 Stage 7 In Use:**

1. Undertake tasks listed in Handover Strategy.
2. Within 12 months of handover, participate in a workshop review of the project to assess Project Performance, agree lessons learned, and also positive/negative aspects of the design and construction that will contribute to improvements on future projects.

## **Appendix B**

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Form of Tender

(Please complete and return with your tender response)

## Form Of Tender

**Project:** Horniman Museum and Gardens

**Professional Service:** **Quantity Surveyor**

**Name of Tenderer:** .....

**To:** Kirsten Walker, Horniman Museum and Gardens

**Please complete the following:**

1. Fee Offer
  - I. Fee
  - II. Resources
  - III. Impact of Budget Increase
2. Day Rates
3. Expenses and Disbursements
4. Offer Period
5. Declaration
6. Anti-Fraud and Bribery Statements
7. Certificate of Bona Fide Tendering
8. Statement of Acceptance of Business Policies

## 1.0 Fee Offer

I/ We, the undersigned, do hereby offer to execute and complete the above professional services in strict accordance with the Appointment Brief and the Schedule of Services for the lump sum and percentage fees outlined below. For clarity, fee basis to be as follows unless otherwise stated:

- Development Stage May 2022 – February 2023 (9 months)
- Delivery Stage July 2023 – February 2027 (including rectification period) (42months).

### I. Fee

#### Lump Sum Fee – Development Stage

Development Stage (RIBA Stage 2) £ .....

Development Stage (RIBA Stage 3) £ .....

#### Percentage Fee – Delivery Stage

Delivery Stage (RIBA Stage 4 – 7)

Traditional single stage procurement with contract value of £3.87m (incl. inflation) .....%

Delivery Stage (RIBA Stage 4 – 7)

Traditional two stage procurement with contract value of £3.87m (incl. inflation) .....%

Delivery Stage (RIBA Stage 4 – 7)

Traditional single stage procurement with two contracts with total value of £3.87m (incl. inflation)

.....%

#### Traditional Single Stage Procurement

Percentage Fee	% of Construction Cost @ £3.87m
RIBA Stage 4	
RIBA Stage 5	
RIBA Stage 6	
RIBA Stage 7	
<b>Total</b>	<b>%</b>

### Traditional Two Stage Procurement

Percentage Fee	% of Construction Cost @ £3.87m
RIBA Stage 4	
RIBA Stage 5	
RIBA Stage 6	
RIBA Stage 7	
<b>Total</b>	<b>%</b>

### Traditional Single Stage Procurement but with Two Contracts

Percentage Fee	% of Construction Cost @ £3.87m
RIBA Stage 4	
RIBA Stage 5	
RIBA Stage 6	
RIBA Stage 7	
<b>Total</b>	<b>%</b>

Note that the appointed consultant shall produce a monthly payments schedule to be agreed with the Project Manager which reflects these figures (on a pro-rata adjustment).

### II. Resources (Development Stage Only)

Quantity Surveyor	Resources (in Resource Days)				
	Director/ Partner	Senior Consultant	Consultant	Assistant/ Technician	Total Resource Days
RIBA Stage 2					
RIBA Stage 3					
<b>Resource Sub Totals (Resource Days)</b>					
<b>Total Resource (Resource Days)</b>					



### III. Impact of Budget Increase

Please confirm the impact on fees if the scope remains the same but the overall estimated budget for works increases by 20%:

.....

.....

.....

### IV. Impact of Development Phase Programme Extension

Please confirm the impact on fees if the scope remains the same but the programme for Development Phase (RIBA 2 and 3) extends from 9 months to 12 months

.....

.....

.....

## 2.0 Day Rates

Consultant	Rate (£/day)			
	Director/ Partner	Senior Consultant	Consultant	Assistant/ Technician
Quantity Surveyor				

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.

Your fee offer and all day rates are to be based on a 7.5 hour day and are to include allowance for disbursements but to exclude VAT.

## 3.0 Expenses and Disbursements

The fee offer is to include all expenses and disbursements (including printing charges). The percentage allowed for expenses within the fee offer above is \_\_\_\_\_ %

#### **4.0 Offer Period**

This tender/offer is to remain open for a period of 16 weeks from the date fixed to the return of tenders.

#### **5.0 Declaration**

Dated this ..... day of .....

Name of the lead firm or company .....

Address .....

.....

.....

Contact Tel Nr .....

Contact Fax Nr .....

Contact E-mail address .....

Signature .....

Name .....

Capacity in which sign .....

No undertaking is given to accept the lowest or any tender.

## 6.0 Anti-Fraud and Bribery Statements

### Certificate of Non Canvassing

I/We hereby certify that I/We have not canvassed or solicited any Member, Officer, Employee, Agent or Contractor of the Business in connection with the award of this Bid or any other Bid or proposed Bid for the Services and that no person employed by me/us or acting on my/our behalf has committed any such act.

I/We further hereby undertake that I/We will not in the future canvass or solicit any Member, Officer, Employee, Agent or Contractor the Business in connection with the award of this or any other Bid or proposed Bid for the provision of Services and that no person employed by me/us or acting on my/our behalf will commit any such act.

I/ We acknowledge that if we have acted or act in contravention of this Certificate of Non Canvassing then the Business shall be entitled to reject our response to this invitation to bid, or any subsequent bid, or after award of any contract pursuant to this bid process may rescind that contract, and that if such rejection or rescission occurs we will indemnify the Business in full against all loss and expenses arising out of or in connection with such rejection or rescission

Form Completed by:

Signed(1): \_\_\_\_\_

Status: \_\_\_\_\_

Signed(2): \_\_\_\_\_

Status: \_\_\_\_\_

For and on behalf of: \_\_\_\_\_

Date: \_\_\_\_\_

## 7.0 Certificate of Bona Fide Tendering

We certify that this is a bona fide bid, intended to be competitive and that we have not fixed or adjusted the amount of the bid or the rates and prices quoted by or under or in accordance with any agreement or arrangement with any other person.

We also certify that we have not done and undertake that we will not do at any time any of the following acts:

- Communicating to a person other than the Business the amount or approximate amount of our proposed Bid (other than in confidence in order to obtain quotations necessary for the preparation of the Bid or for any insurance purposes);
- Entering into any agreement or arrangement with any other person that he shall refrain from bidding or as to the amount of any bid to be submitted;
- Offering or agreeing to pay or give or paying or giving any sum of money, inducement or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other Bid or proposed Bid for the Services any act or omission;
- commit an offence under the Prevention of Corruption Acts 1889 to 1916;
- commit an offence under the Bribery Act 2010.

In this certificate, the word “person” includes any person, body or association, corporate or unincorporated and “agreement” includes any arrangement whether formal or informal and whether legally binding or not.

We acknowledge that if we have acted or act in contravention of these Conditions of Bona Fide Bid then the Business shall be entitled to reject our bid, or after award of any contract pursuant to this bid process may rescind that contract, and that if such rejection or rescission occurs, we will indemnify the Business in full against all loss and expense arising out of or in connection with such rejection or rescission.

Form Completed by:

Signed(1): \_\_\_\_\_

Status: \_\_\_\_\_

Signed(2): \_\_\_\_\_

Status: \_\_\_\_\_

For and on behalf of:

\_\_\_\_\_

Date: \_\_\_\_\_

## **8.0 Statement of Acceptance of Business Policies**

To The Business:

I/We certify that I/We undertake to meet all the provisions of the Business's Policies and Procedures in delivering any services that I am/we are successful in tendering for.

I/We acknowledge that these maybe amended from time to time as required to meet changes in legislation or guidance and that I am/we are required to comply with the latest version of any policy/procedure at any time.

I/We certify that I/We will not in pursuance of compliance with the requirements of this statement raise any charge outside the agreed contract price for any measures taken unless this has been agreed formally with the Business's authorised officers.

Signed:

(1) \_\_\_\_\_ Position: \_\_\_\_\_

(2) \_\_\_\_\_ Position: \_\_\_\_\_

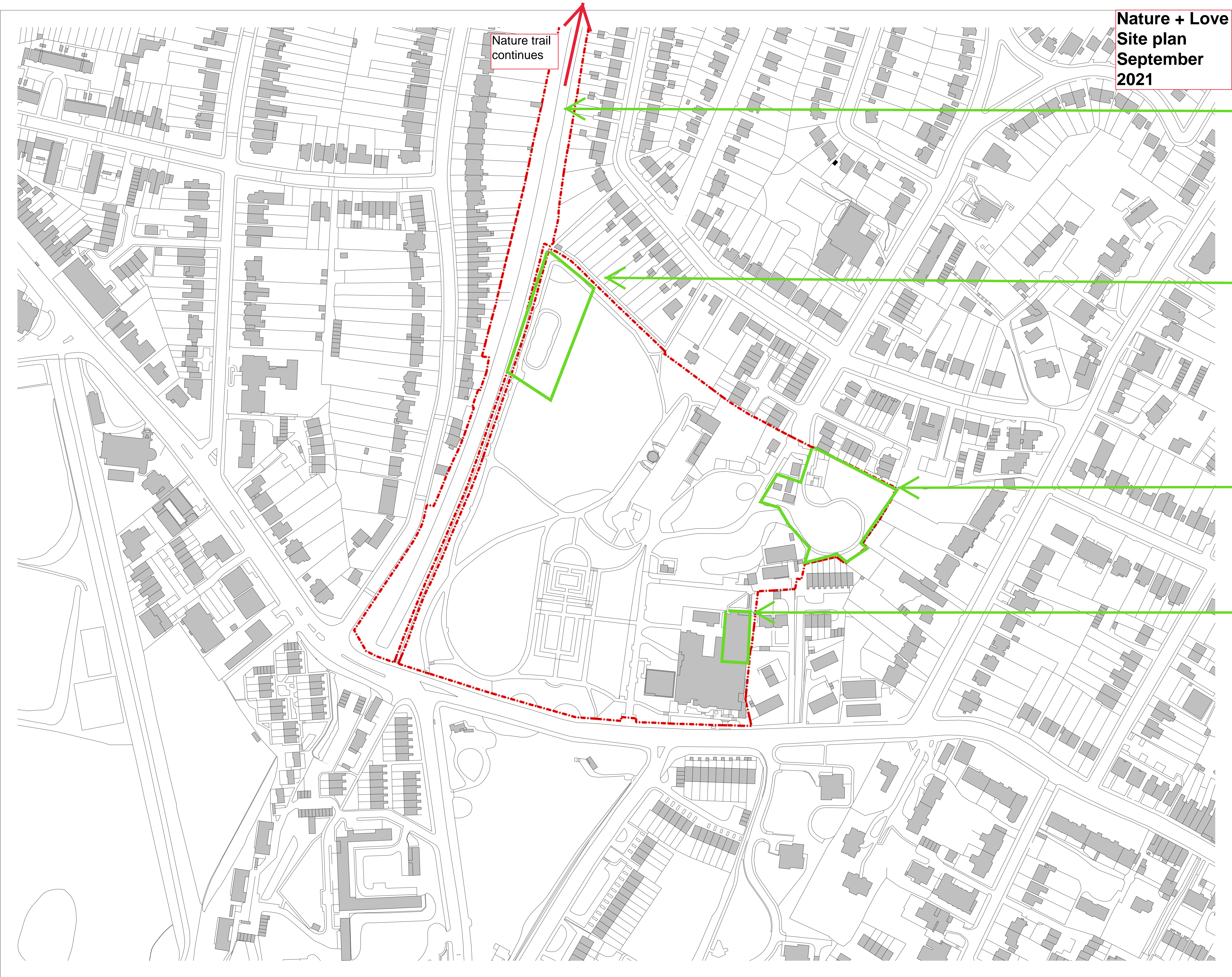
Date: \_\_\_\_\_

## Appendix C

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### Site Plan





Nature + Love  
Site plan  
September  
2021

NOTES  
DO NOT SCALE FROM THIS DRAWING.  
CONTRACTOR TO CHECK ALL DIMENSIONS ON SITE.  
ANY DISCREPANCIES TO BE REPORTED TO THE ARCHITECT  
IMMEDIATELY.  
COPYRIGHT RICK MATHER ARCHITECTS LLP ©  
Text

Nature Trail

Nature Explorers  
Adventure zone

Sustainable  
Gardening Zone

Natural History  
Gallery and Nature  
Explorers Action Zone

REVISIONS

PL1	00.00.00	DESCRIPTION
REV	DATE	DESCRIPTION

KEY PLAN

STATUS

PLANNING

JOB

**RICK MATHER ARCHITECTS ©**

123 Camden High Street London NW1 7JR  
T: 020 7284 1727 F: 020 7287 7826  
info@rickmather.com www.rickmather.com

TITLE

Existing  
Location Plan

DRAWN	SCz	JOB #	605	DRG #	10000	REV	XX
CHECKED	JC	SCALE@A1	1:1250	SIZE	A1	DATE	AUG 15
			1:2500		A3	REV DATE	NY1



## Appendix D

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### Project Cost Information



**The Horniman Museum - Nature + Love**

**National Lottery Heritage Fund**

**£250,000 - £5 Million Application**

24 August 2021

ISSUE V03

## ISSUE REGISTER

Date of Issue	Document Name	Comments
08 July 2021	Horniman Cost Breakdown NLHF - North Hall Split Out - 08-Jul-21	Costs based on the original application were split out into Basebuild and Exhibition. Assumptions made on Fee and Inflation allowances in lieu of updated programme.
09 July 2021	Horniman Cost Breakdown NLHF - North Hall Split Out (Exc. Aquarium)	As above but with any works associated with the Aquarium now removed.
14 July 2021	Horniman Nature + Love - Café Options Cost Comparison - 14-Jul-21	Initial estimate comparison of the different Kinder Café build options excluding Fees, Inflation & Contingency.
06 August 2021	Horniman Nature + Love Cost Breakdown NLHF - 06-Aug-21 - Basebuild and Green House	Full application document presenting container option for Kinder Café, updated Inflation forecast, expanded Professional Fee items and assuming DCMS funding to match all identified Basebuild works (including Prelims, OH&P, Inflation, Fees, Contingencies). Costs associated with Basebuild and Green House works were also highlighted.
09 August 2021	Horniman Nature + Love - Basebuild and Glasshouse Split-Out - 09-Aug-21	Costs were split out into Basebuild and Glasshouse Replacement and apportioned to different "projects" for the purposes of the CSR funding application. Fees, Inflation & Contingency were excluded.
10 August 2021	Horniman Nature + Love - Basebuild and Glasshouse Split-Out Inc. Contingency - 10-Aug-21	As above but with the inclusion of Contingency.
12 August 2021	Horniman Cost Breakdown - 12-Aug-21	Full application document including updated Activity Plan costs and reduced DCMS funding to cover Basebuild & Glass House works excluding Fees and Inflation.
13 August 2021	Horniman Cost Breakdown - 13-Aug-21	Full application document including Issue Register.
17 August 2021	Horniman Cost Breakdown NLHF - 17-Aug-21	Full application document with an update to Kinder Café costs as per Urban Spaces feedback and revisions to activity costs.
20 August 2021	Horniman Nature + Love Cost Breakdown NLHF - Issue - 20-Aug-21	Full application document with an updates to fees, increase to 15% for development stage contingency, increase to 11.5% for delivery stage client contingency, increased trusts & funds commitment and finalisation of costs generally.
23 August 2021	Horniman Nature + Love Cost Breakdown NLHF - Issue V01 - 23-Aug-21	Full application document with an to summary pages.
24 August 2021	Horniman Nature + Love Cost Breakdown NLHF - Issue V02 - 24-Aug-21	Full application document with updates to activity plan costs
24 August 2021	Horniman Nature + Love Cost Breakdown NLHF - Issue V03 - 24-Aug-21	Full application document with updates "Volunteer Time"

Stage project is currently at:			
RIBA Stage 0	Pitch / Strategic Definition	Appraisal	Order of Cost Allowance
RIBA Stage 1	Preparation, Brief & Feasibility	Options Appraisal / Concept Brief	Order of Magnitude for Capital Funding Approval
RIBA Stage 2	Design	Concept Design	Formal Cost Plan 1
RIBA Stage 3	Design	Scheme Design	Formal Cost Plan 2
RIBA Stage 4	Design	Detailed Design	Formal Cost Plan 3
RIBA Stage 5	Construction	Construction through to PC	
RIBA Stage 6	Handover & Closeout	Conclude the Building Project	
RIBA Stage 7	In Use	Post Practical Completion	

Document Intent
The purpose of the document is to provide an order of cost magintude and its apportionment in relation to the the Nature + Love Project at The Horniman Museum & Gardens.

Basis of Costs
This Stage 1 Cost Analysis is primarily based on disussions with the client regarding the 3 separate project zones. The museum have also provided a Vision Document compiled by Studio Egret West, alongside their sub-consultants, which has also informed costs in some aspects. Furthermore, Harley Haddow have contributed a cost analysis of M&E services installations.

Additional notes
<p>This cost exercise does not allow for items identified in Exclusions &amp; Assumptions. Fee allowances are included.</p> <p>A 20% contingency would be a more typical contingency allowance rather than the 10% which has been allowed for in this cost plan in order to meet budget expectations.</p> <p>The carrying out of further site investigation / surveys would be advised to allow for more accurate costing and to reduce the risk of any potential "discovery items".</p> <p>Due to the early stage of the project, costs should be considered as provisional allowances until further, more detailed design information is able to be developed and quantified.</p> <p>The document has been formatted to match the cost headings of the NLHF application document.</p> <p>VAT has not been included. It is assumed that The Horniman Museum &amp; Garden's financial department will advise on any VAT reporting requirements.</p> <p>Professional Fees have been adjusted as per client request</p>

## Horniman - Nature + Love Project

This section summarises all Costs and Income associated with both the Development and Delivery Phases of the Nature + Love Project.

### Overall Project Summary

Cost Element	Project Phase		Overall Project
	Development	Delivery	
Total Costs	£ 785,306.58	£ 8,069,265.97	£ 8,854,572.55
Total Income	£ 785,306.58	£ 8,069,265.97	£ 8,854,572.55
Grant Request	£ 474,956.58	£ 4,508,121.51	£ 4,983,078.09
Grant %	60%	56%	56%

## Horniman - Nature + Love Project

This section summarises all Costs and Income associated with the Development Phase of the Nature + Love Project.

### Development Phase Summary

Cost Element	Total / £
<b>Total Development Costs</b>	<b>£ 785,306.58</b>
<b>Total Development Income</b>	<b>£ 785,306.58</b>
<b>Development Grant Request</b>	<b>£ 474,956.58</b>
<b>Development Grant %</b>	<b>60%</b>

Costs Breakdown	Total / £
Professional Fees	£ 466,831.81
New Staff Costs	£ 135,500.00
Opening-Up Works / Surveys	£ 37,500.00
Capacity Building Activity	£ -
Recruitment	£ 100.00
Other Costs (Dev-Phase)	£ 65,000.00
Full Cost Recovery	N/A
Contingency	£ 70,024.77
Non-Cash Contributions	£ -
Volunteer Time	£ 10,350.00

Income Breakdown	Total / £
Local Authority	£ -
Other Public Sector	£ -
Central Government	£ -
Private Donation - Individual	£ -
Private Donation - T's/C's/F's	£ -
Private Donation - Corporate	£ -
Commercial / Business	£ -
Own Reserves	£ 300,000.00
Other Fundraising	£ -
Non-Cash Contributions	£ -
Volunteer Time	£ 10,350.00
Grant Request	£ 474,956.58

## Horniman - Nature + Love Project

This section summarises all Costs and Income associated with the Delivery Phase of the Nature + Love Project.

### Delivery Phase Summary

Cost Element	Capital	Activity	Other	Total / £
<b>Total Delivery Costs</b>	£ 5,501,478.96	£ 951,750.00	£ 1,616,037.01	£ 8,069,265.97
<b>Total Delivery Income</b>	-	-	-	£ 8,069,265.97
<b>Delivery Grant Request</b>	-	-	-	£ 4,508,121.51
<b>Delivery Grant %</b>				56%

Costs Breakdown	Capital	Activity	Other	Total / £
Purchase Price of Items	£ -	-	-	£ -
Preliminary Works	£ 897,100.28	-	-	£ 897,100.28
Repair & Conservation Work	£ 1,357,223.77	-	-	£ 1,357,223.77
New Building Work	£ 885,817.97	-	-	£ 885,817.97
Other Capital Work	£ 1,057,750.00	-	-	£ 1,057,750.00
Digital Outputs	£ 200,000.00	-	-	£ 200,000.00
New Staff Costs	-	£ 674,250.00	-	£ 674,250.00
Training for Staff	-	£ 10,000.00	-	£ 10,000.00
Paid Training Placements	-	£ 152,500.00	-	£ 152,500.00
Training for Volunteers	-	£ 10,000.00	-	£ 10,000.00
Travel & Expenses (Staff)	-	£ 5,000.00	-	£ 5,000.00
Travel & Expenses (Volunteers)	-	£ 10,000.00	-	£ 10,000.00
Event Costs	-	£ 25,000.00	-	£ 25,000.00
Recruitment	-	-	£ 200.00	£ 200.00
Publicity and Promotion	-	-	£ 60,000.00	£ 60,000.00
Evaluation	-	-	£ 35,000.00	£ 35,000.00
Full Cost Recovery	N/A	N/A	N/A	N/A
Community Grants	-	-	£ -	£ -
Contingency	-	-	£ 620,142.54	£ 620,142.54
Inflation	-	-	£ 708,294.47	£ 708,294.47
Management and Maintenance	-	-	£ -	£ -
Non-Cash Contributions	-	-	£ -	£ -
Volunteer Time	-	-	£ 182,400.00	£ 182,400.00
Equipment and Materials	£ 37,500.00	£ -	-	£ 37,500.00
Other Costs	£ 255,214.44	£ 65,000.00	£ 10,000.00	£ 330,214.44
Professional Fees	£ 810,872.50	£ -	-	£ 810,872.50

Income Breakdown	Total / £
Local Authority	£ -
Other Public Sector	£ -
Central Government	£ 1,578,744.46
Private Donation - Individual	£ 100,000.00
Private Donation - T's/C's/F's	£ 1,500,000.00
Private Donation - Corporate	£ -
Commercial / Business	£ -
Own Reserves	£ 200,000.00
Other Fundraising	£ -
Non-Cash Contributions	£ -
Volunteer Time	£ 182,400.00
Grant Request	£ 4,508,121.51

## Horniman - Nature + Love Project

This section summarises all Capital Costs associated with the Delivery Phase of the Nature + Love Project, breaking the costs down into their relevant project zones.

### Delivery Phase Capital Costs

Cost Element	Project Zone			Total / £
	Natural History Gallery & Nature Base	Sustainable Gardening Zone	Nature Explorers Zone	
Purchase Price of Items / Property	£ -	£ -	£ -	£ -
Preliminary Works	£ 600,380.28	£ 147,220.00	£ 149,500.00	£ 897,100.28
Repair and Conservation Work	£ 1,347,223.77	£ 10,000.00	£ -	£ 1,357,223.77
New Building Work	£ -	£ 269,000.00	£ 616,817.97	£ 885,817.97
Other Capital Work	£ 977,750.00	£ 80,000.00	£ -	£ 1,057,750.00
Digital Outputs	£ 200,000.00	£ -	£ -	£ 200,000.00
Equipment and Materials	£ 2,500.00	£ -	£ 35,000.00	£ 37,500.00
Other Costs	£ 187,671.24	£ 30,373.20	£ 37,170.00	£ 255,214.44
Professional Fees	£ 506,176.69	£ 99,881.27	£ 96,314.54	£ 702,372.50
<b>Zone Total</b>	<b>£ 3,821,701.98</b>	<b>£ 636,474.47</b>	<b>£ 934,802.51</b>	<b>£ 5,392,978.96</b>

Ref	Cost Heading	Quantity	Unit	Description	Total Cost / £	Sub Totals
<b>Horniman - Nature + Love Project</b>						
This section details the estimated Capital Costs to be incurred during the Delivery Phase of the Nature + Love Project for The Horniman Museum. The costing groups reflect the cost headings that are present in the National Lottery Grants for Heritage Application Form and, where possible, breakdown the costs even further so that they can be attributed to their relevant project zones.						
<b>3</b>	<b>Total Delivery-Phase Capital Costs</b>					<b>£ 5,501,478.96</b>
<b>3.1</b>	<b>Purchase Price of Items or Property</b>					<b>£ -</b>
<b>3.1.1</b>	<b>All Zones</b>					<b>£ -</b>
<b>3.2</b>	<b>Preliminary Works</b>					<b>£ 897,100.28</b>
<b>3.2.1</b>	<b>Natural History Gallery &amp; Nature Base</b>					<b>£ 600,380.28</b>
3.2.1.1	Strip out of existing showcases and setworks for disposal / storage; Ground Floor	160	m²	Assumes cases to be refurbished will be refurbished in situ	£ 4,000.00	
3.2.1.2	Strip out of existing showcases and setworks for disposal / storage; First Floor	455	m²	Assumes cases to be refurbished will be refurbished in situ	£ 11,375.00	
3.2.1.3	Strip out of existing showcases and setworks for disposal / storage; Nature Base	50	m²	Assumes cases to be refurbished will be refurbished in situ	£ 1,250.00	
3.2.1.4	Strip out of existing M&E services to Natural History Gallery and Nature Base	665	m²		£ 16,625.00	
3.2.1.5	Asbestos Removal	1	Allow	Allowance based on assumption that minor amounts require removal as per the Asbestos Management Plan.	£ 10,000.00	
3.2.1.6	Access Equipment	1	Estimate	Assumes a bird cage scaffold required to undertake high level repairs and redecorations to the vaulted ceiling	£ 80,000.00	
3.2.1.7	Main Contractor Prelims	18%	%	Costs incurred by the Main Contractor in the carrying out of construction works which are directly related to the project but do not fall under materials, labour, or overheads.	£ 477,130.28	
<b>3.2.2</b>	<b>Sustainable Gardening Zone</b>					<b>£ 147,220.00</b>
3.2.2.1	Demolition and removal of existing structures and grubbing up of foundations; Sustainable Gardening Zone	1	Allow		£ 25,000.00	
3.2.2.2	Levelling of area and laying of new foundation; Sustainable Gardening Zone	1	Allow		£ 30,000.00	
3.2.2.3	Allowance for alterations to services; Sustainable Gardening Zone	1	Allow		£ 10,000.00	
3.2.2.4	Clearance and preparation of Winter Gardens for new works	1	Allow	Assumes majority of works to be carried out by Museum employees / volunteers	£ 5,000.00	
3.2.2.5	Main Contractor Prelims	18%	%	Costs incurred by the Main Contractor in the carrying out of construction works which are directly related to the project but do not fall under materials, labour, or overheads.	£ 77,220.00	
<b>3.2.3</b>	<b>Nature Explorers Zone</b>					<b>£ 149,500.00</b>
3.2.3.1	Site clearance and preparation works	1	Allow	Removal of boating pond etc.	£ 25,000.00	
3.2.3.2	Allowance for costs associated with Main Contractor access	1	Allow	Allowance for any works to facilitate access and to make good any damage caused during access (to existing turf etc.)	£ 20,000.00	
3.2.3.3	Site Access for Container Contractor	1	Allow	Allowance for Main Contractor to provide site access, welfare etc. to container contractor	£ 10,000.00	
3.2.3.4	Main Contractor Prelims	18%	%	Costs incurred by the Main Contractor in the carrying out of construction works which are directly related to the project but do not fall under materials, labour, or overheads.	£ 94,500.00	
<b>3.3</b>	<b>Repair and Conservation Work</b>					<b>£ 1,357,223.77</b>
<b>3.3.1</b>	<b>Natural History Gallery &amp; Nature Base</b>					<b>£ 1,347,223.77</b>
3.3.1.1	Roof Replacement Works	448	m²	Refer to Cost detail from CBRE includes access equipment and temporary works	£ 280,000.00	
3.3.1.3	Insulation to Roof	1	Allow	Spec TBC	£ 30,000.00	
3.3.1.2	Refurbishment of Penthouses including ventilation controls	1	Allow	Includes allowance for ventilation controls as per South Hall installation	£ 15,000.00	
3.3.1.3	Mansafe - safety wire	1	Allow		£ 15,000.00	
3.3.1.4	Rainwater Drainage Systems	1	Allow	New Guttering	£ 10,000.00	
3.3.1.5	Remedial Works to Damp Areas; Exterior of walls	1	Allow	Allowance for remedial works to exterior of walls	£ 30,000.00	
3.3.1.6	Sand and Seal Floor to All Areas	665	m²	Sanding, repairs to holes in floor, sanding, replacement parquet timber where required with final finish (seal) applied	£ 39,900.00	
3.3.1.7	Repairs to existing doors	10	Allow	Quantity to be confirmed	£ 10,000.00	



Ref	Cost Heading	Quantity	Unit	Description	Total Cost / £	Sub Totals
3.3.1.8	Repairs to GRC Moulds	1	Allow	Where required - based on review of Anthropology Galleries Cost information	£ 30,000.00	
3.3.1.9	Remedial Works to Damp Areas; Walls and ceilings	1	Allow		£ 50,000.00	
3.3.1.10	Refurbishment of existing Showcases	1	Allow	To include refurbishment of seals, hinges, locks, soffits, side & base panels and lighting	£ 315,000.00	
3.3.1.11	Space Heating	1	Allow	As per Harley Haddow costing analysis	£ 112,800.00	
3.3.1.12	Heat Source	1	Allow	Boilers and other sources of heat production for heating, hot water and power generation	£ 27,600.00	
3.3.1.13	Electrical Installations	1	Allow	Mains and Sub-Mains Distribution; Power Supply; Local Electricity Generation Systems; Earthing and Bonding Systems; Wiring; as per Harley Haddow costing analysis	£ 91,134.00	
3.3.1.14	Fire and Lightning Protection	1	Allow	As per Harley Haddow costing analysis	£ 7,200.00	
3.3.1.15	Communication and Security Control Systems	1	Allow	Fire detection and alarm; Security systems; Data cabling; BMS; Induction loops; as per Harley Haddow costing analysis	£ 82,800.00	
3.3.1.16	Work to Existing Building	1	Allow	Minor Demolition and Alteration Works; Testing and Commissioning; Thermal insulation; as per Harley Haddow costing analysis	£ 21,600.00	
3.3.1.17	Emergency Lighting	245	m²		£ 7,350.00	
3.3.1.18	Ambient and Cleaning Lighting	665	m²	To Gallery Spaces and Stairs	£ 49,875.00	
3.3.1.19	Ceiling Cove Lighting	60	Lm		£ 24,900.00	
3.3.1.20	Redecoration	1	Allow	Walls and ceilings	£ 30,000.00	
3.3.1.21	New Plaster	1	Allow	Where required - based on review of Anthropology Galleries Cost information	£ 25,000.00	
3.3.1.22	New Handrail to First Floor Balcony	60	Lm	New Handrail to balustrade	£ 12,000.00	
3.3.1.23	BWIC	0	%	Builders Works in Connection With Works as described above	£ 30,064.77	
3.3.2	Sustainable Gardening Zone					£ 10,000.00
3.3.2.1	Refurbishment works to existing hard landscaping area to Winter Garden; South Downs Terrace	1	Allow	Replace broken paving slabs and make level	£ 10,000.00	
3.3.3	Nature Explorers Zone					£ -
3.4	New Building Work					£ 885,817.97
3.4.1	Natural History Gallery & Nature Base					£ -
3.4.2	Sustainable Gardening Zone					£ 269,000.00
3.4.2.1	New Nursery building	1	Allow	Include for additional extras to create two separate environments within the greenhouse; supply only, install priced below; Robinsons Royale Reach Plain Aluminium	£ 27,500.00	
3.4.2.2	New Boiler for Nursery	1	Allow	Include for associated connections etc.	£ 4,000.00	
3.4.2.3	Installation of new Nursery building	1	Allow		£ 7,500.00	
3.4.2.4	Railings & new gates	1	Allow	Steel balustrading and gates	£ 15,000.00	
3.4.2.5	Landscaping to horticultural hub area	1	Allow	Assume C. 280m²	£ 28,000.00	
3.4.2.6	Lighting to horticultural hub area	1	Allow	Solar powered lighting	£ 12,500.00	
3.4.2.7	Construction of new, secure boiler / plant room	1	Allow	Basic, off-the-shelf structure	£ 5,000.00	
3.4.2.8	Climate control	1	Allow	Works to enable control of internal greenhouse environments	£ 1,000.00	
3.4.2.9	Soft landscaping to Winter Garden	1	Allow	Design Target Allowance as advised by the Horniman Museum; Assumes majority of works to be carried out by Museum employees / volunteers; Assume C. 3,500m²	£ 50,000.00	
3.4.2.10	Hard landscaping to Winter Garden	1	Allow	Assume C. 800m²	£ 80,000.00	
3.4.2.11	Allowance for works to facilitate disabled access	1	Allow	Terracing' of the garden to allow for a shallower incline	£ 60,000.00	
3.4.2.12	Refurbish existing hard landscaping area to Winter Garden	1	Allow	Refurbish the hard landscape area next to the Magnolia trees; allow for potential adaptations to allow for disabled access	£ 10,000.00	
3.4.2.13	Lighting to Winter Garden	1	Allow	Not required	£ -	
3.4.3	Nature Explorers Zone					£ 616,817.97
	Nature Trail					£ 75,000.00
3.4.3.1	Upgrading and widening existing path	1	Allow	Assumed hoggin on top of existing earth	£ 30,000.00	
3.4.3.2	Graphics & Wayfinding	1	Allow		£ 10,000.00	
3.4.3.3	Access Landscaping to Nature Trail	1	Allow	Allowance for ramp-type landscaping solution to access the Nature Trail. Include for site clearance / grubbing up of trees	£ 35,000.00	
	Kinder Café					£ 388,817.97
3.4.3.4	Foundations	1	Allow	Allowance assumes container to be "on stilts". Includes risk allowance in lieu of ground conditions	Included	
3.4.3.5	Drainage and Attenuation requirements	1	Allow	Allowance to cover the unknown	£ 30,000.00	

Ref	Cost Heading	Quantity	Unit	Description	Total Cost / £	Sub Totals
3.4.3.6	Superstructure	104	m²	Assumes 7nr typical 20ft US shipping containers. Prefabrication and delivery of café-style unit excluding furniture and catering equipment. Includes all related Preliminaries costs. Overall footprint of approx. 6.06m L x 2.44m W. Market tested rate.	£ 171,817.97	
3.4.3.7	Façade	1	Allow	Allowance for protective paint finish to exterior of the containers. Assumes c.70% of container to be painted with the remainder being glazed	£ 3,250.00	
3.4.3.8	External Doors	1	Allow	Cost included in Container City rate	Included	
3.4.3.9	Roof	1	Allow	Green roof	Included	
3.4.3.10	Wall linings, internal partitions, flooring and ceilings	1	Allow		Included	
3.4.3.11	WC fittings	1	Allow		Included	
3.4.3.12	Internal Furnishings	1	Allow	Allowance for tables, chairs etc. to provide 40 covers indoors	£ 16,000.00	
3.4.3.13	External Furniture etc.	1	Allow	Allowance for tables, chairs etc. to provide 30 covers outdoors	£ 12,000.00	
3.4.3.14	Decorative items allowance	1	Allow		£ 750.00	
3.4.3.15	New Site Infrastructure & Services Allowance	1	Allow	Allowance to cover the unknown; gas, water, electrical and data	£ 115,000.00	
3.4.3.16	M&E Services; including Lighting	1	Allow		Included	
3.4.3.17	External works and landscaping	1	Allow	Ramp to entrance and external decking	Included	
3.4.3.18	Improvements to visitor access to Kinder Café	1	Allow		£ 15,000.00	
3.4.3.19	Graphics & Wayfinding	1	Allow		£ 25,000.00	
	Play Area					£ 153,000.00
3.4.3.20	New surfacing of area	1	Allow	Assumes wetpour safety surface to 150sqm	£ 18,000.00	
3.4.3.21	New play items	1	Allow		£ 120,000.00	
3.4.3.22	Other Play Area works	1	Allow	Allowance to cover railing, gates etc.	£ 15,000.00	
3.5	Other Capital Work					£ 1,057,750.00
3.5.1	Natural History Gallery & Nature Base					£ 977,750.00
3.5.1.1	Exhibition Gallery Lighting Track	1	Allow	Assumes lighting track / rig to all areas for general exhibition lighting	£ 20,000.00	
3.5.1.2	Exhibition Lighting	615	m²	Excludes showcase lighting - lighting to setworks and lights to track.	£ 92,250.00	
3.5.1.3	Security	1	Allow	Allowance for CCTV, PIR, and Showcase Alarms - limited to specific requirements	£ 20,000.00	
3.5.1.4	Setworks	615	m²	Allowance for some basic setworks	£ 123,000.00	
3.5.1.5	Showcases	1	Allow	Allowance for new showcases	£ 90,000.00	
3.5.1.6	Mounts	3,000	Allow	(note £150K also to be held within the client direct costs for a client direct package of mounts)	£ 270,000.00	
3.5.1.7	Furniture	1	Allow	Furniture / Setworks allowance for seating across all areas	£ 30,000.00	
3.5.1.8	Wayfinding Signage	1	Allow	Allowance for new wayfinding signage	£ 20,000.00	
3.5.1.9	Graphics	1	Allow	Allowance based on Anthropology Costs	£ 65,000.00	
3.5.1.10	AV Hardware; Exhibition	1	Allow	Allowances - to be refined once a brief is developed. Software and Hardware are costed 1:1 through to end of Stage 3 Design.	£ 50,000.00	
3.5.1.11	AV Hardware; AR Specific	1	Allow	Allowance for AV to support Augmented Reality smartphone app; this does not include allowances for smartphones etc.	£ 10,000.00	
3.5.1.12	Hands on Interactives, Models and Props	1	Allow	Allowance - to be refined once a brief is developed.	£ 75,000.00	
3.5.1.13	Allowance for Refurbishment of Light Boxes	125	m²		£ 12,500.00	
3.5.1.14	Decant Costs - Transport	1	Allow		£ 30,000.00	
3.5.1.15	Decant Costs - Storage	1	Allow		£ 40,000.00	
3.5.1.16	Decant Costs - Specialist Decant	1	Allow		£ 30,000.00	
3.5.2	Sustainable Gardening Zone					£ 80,000.00
3.5.2.1	Signage, Wayfinding & Graphics to Horticultural Hub	1	Allow		£ 15,000.00	
3.5.2.2	Signage, Wayfinding & Graphics to Winter Garden	1	Allow		£ 15,000.00	
3.5.2.3	Sustainable Planting Exhibit to Horticultural Hub	1	Allow		£ 50,000.00	
3.5.3	Nature Explorers Zone					£ -
3.6	Digital Outputs					£ 200,000.00
3.6.1	Natural History Gallery & Nature Base					£ 200,000.00
3.6.1.1	AV Software; Exhibition	1	Allow	Allowances - to be refined once a brief is developed. Software and Hardware are costed 1:1 through to end of Stage 3 Design.	£ 50,000.00	
3.6.1.2	AV Software; AR Specific	1	Allow	Allowance for Augmented Reality smartphone app development; this does not include any allowances for future software upgrades.	£ 150,000.00	

Ref	Cost Heading	Quantity	Unit	Description	Total Cost / £	Sub Totals
3.6.2	Sustainable Gardening Zone					£ -
3.6.3	Nature Explorers Zone					£ -
3.7	Equipment and Materials (Capital)					£ 37,500.00
3.7.1	Natural History Gallery & Nature Base					£ 2,500.00
3.7.1.1	Costs associated with Conservation works to Objects	1	Allow	Material Costs for conservation works carried out by the Museum	£ 2,500.00	
3.7.2	Sustainable Gardening Zone					£ -
3.7.3	Nature Explorers Zone					£ 35,000.00
3.7.3.1	Kinder café kitchen equipment	1	Allow		£ 35,000.00	
3.8	Other Costs (Capital)					£ 255,214.44
3.8.1	Natural History Gallery & Nature Base					£ 187,671.24
3.8.1.1	Main Contractor Overheads & Profit	6%	%		£ 187,671.24	
3.8.2	Sustainable Gardening Zone					£ 30,373.20
3.8.2.1	Main Contractor Overheads & Profit	6%	%		£ 30,373.20	
3.8.3	Nature Explorers Zone					£ 37,170.00
3.8.3.1	Main Contractor Overheads & Profit	6%	%		£ 37,170.00	
3.9	Professional Fees Relating to the Above (Capital)					£ 810,872.50
3.9.1	Natural History Gallery & Nature Base					£ 506,176.69
3.9.1.1	Lead Architect	10%	%	Lead architect, M&E consultant, Structural engineer, Lighting consultant	£ 171,361.35	
3.9.1.2	Exhibition Designer	7%	%	3D & 2D design, Lighting design	£ 163,572.20	
3.9.1.3	Project Manager	3.5%	%		£ 78,230.18	
3.9.1.4	Package Management	5.0%	%	AV, Showcases & Mounts package management	£ 46,750.00	
3.9.1.5	Cost Manager / Quantity Surveyor	2%	%		£ 44,702.96	
3.9.1.6	AV Consultant	3%	%	Hardware and software	£ 1,560.00	
3.9.2	Sustainable Gardening Zone					£ 99,881.27
3.9.2.1	Lead Architect	10%	%	Lead architect, M&E consultant, Structural engineer, Lighting consultant	£ 28,618.30	
3.9.2.2	Exhibition Designer	2%	%	3D & 2D design, Lighting design	£ 7,804.99	
3.9.2.3	Landscape Designer	10%	%		£ 42,927.46	
3.9.2.4	Project Manager	3.5%	%		£ 13,064.88	
3.9.2.5	Cost Manager / Quantity Surveyor	2%	%		£ 7,465.64	
3.9.3	Nature Explorers Zone					£ 96,314.54
3.9.3.1	Lead Architect	10%	%	Lead architect, M&E consultant, Structural engineer, Lighting consultant	£ 44,719.36	
3.9.3.2	Exhibition Designer	1%	%	3D & 2D design, Lighting design	£ 6,098.09	
3.9.3.3	Landscape Designer	2%	%	Nature Trail ramp and path, play area, green roof	£ 13,415.81	
3.9.3.4	Project Manager	3.5%	%		£ 20,415.36	
3.9.3.5	Cost Manager / Quantity Surveyor	2%	%		£ 11,665.92	
3.9.4	All Zones - Other Consultants					£ 108,500.00
3.9.4.1	Specialist Conservation	1	Allow		£ 30,000.00	
3.9.4.2	Text Editor	1	Allow		£ 15,000.00	
3.9.4.3	Access Advisor	1	Allow		£ 10,000.00	
3.9.4.4	Artist	1	Allow		£ 20,000.00	
3.9.4.5	Principal Designer	1	Allow		£ 13,500.00	
3.9.4.6	Sustainability Consultant	1	Allow		£ 20,000.00	



Ref	Cost Heading	Quantity	Unit	Description	Total Cost / £	Sub Totals
<b>Horniman - Nature + Love Project</b>						
This section details the estimated Activity Costs to be incurred during the Delivery Phase of the Nature + Love Project for The Horniman Museum. The costing groups reflect the cost headings that are present in the National Lottery Grants for Heritage Application Form and, where possible, breakdown the costs even further so that they can be attributed to their relevant project zones.						
4	<b>Total Delivery-Phase Activity Costs</b>					£ 951,750.00
4.1	<b>New Staff Costs</b>					£ 674,250.00
4.1.1	<b>All Zones</b>					£ 674,250.00
4.1.1.1	Client Project Manager; Infrastructure	2.50	Year		£ 95,000.00	
4.1.1.2	Client Project Manager; Exhibition / Content	2.50	Year		£ 95,000.00	
4.1.1.3	Conservator	2.00	Year		£ 76,000.00	
4.1.1.4	Conservator	2.00	Year		£ 76,000.00	
4.1.1.5	Assistant Curator	2.50	Year		£ 78,750.00	
4.1.1.6	Mount Maker	2.00	Year		£ 63,000.00	
4.1.1.7	Community Learning Assistant	3.50	Year		£ 98,000.00	
4.1.1.8	Fundraising Officer	2.00	Year		£ 70,000.00	
4.1.1.9	Commercial Officer - Part-Time	1.00	Year		£ 22,500.00	
4.2	<b>Training for Staff</b>					£ 10,000.00
4.2.1	<b>All Zones</b>					£ 10,000.00
4.2.1.1	Training for Staff	1	Allow		£ 10,000.00	
4.3	<b>Paid Training Placements</b>					£ 152,500.00
4.3.1	<b>Natural History Gallery &amp; Nature Base</b>					£ 112,000.00
4.3.1.1	Trainee Collections / Documentation Assistant	2	Year		£ 56,000.00	
4.3.1.2	Trainee Collections / Documentation Assistant	2	Year		£ 56,000.00	
4.3.2	<b>Sustainable Gardening Zone</b>					£ 40,500.00
4.3.2.1	Gardens Apprentice	3	Year		£ 40,500.00	
4.3.3	<b>Nature Explorers Zone</b>					£ -
4.4	<b>Training for Volunteers</b>					£ 10,000.00
4.4.1	<b>All Zones</b>					£ 10,000.00
4.4.1.1	Activity Plan Cost: Skills Development, Training & Volunteering	1	Allow	Training for volunteers	£ 10,000.00	
4.5	<b>Travel and Expenses for Staff</b>					£ 5,000.00
4.5.1	<b>All Zones</b>					£ 5,000.00
4.5.1.1	Travel and Expenses for Staff	1	Allow		£ 5,000.00	
4.6	<b>Travel and Expenses for Volunteers</b>					£ 10,000.00
4.6.1	<b>All Zones</b>					£ 10,000.00
4.6.1.1	Travel and Expenses for Volunteers	1	Allow		£ 10,000.00	
4.7	<b>Event Costs</b>					£ 25,000.00
4.7.1	<b>All Zones</b>					£ 25,000.00
4.7.1.1	Activity Plan Cost: Post-Opening Activity	1	Allow	Post-opening activity: create public programme around new spaces	£ 25,000.00	
4.8	<b>Equipment and Materials (Activity)</b>					£ -
4.8.1	<b>All Zones</b>					£ -
4.8.1.1	Equipment and Materials	1	Allow		Included	



Ref	Cost Heading	Quantity	Unit	Description	Total Cost / £		Sub Totals	
4.9	Other Costs (Activity)						£	65,000.00
4.9.1	All Zones						£	65,000.00
4.9.1.1	Activity Plan Cost: Continuation of New & Exisiting Consultation Panels	1	Allow	Continuation of new and exisiting consultation panels. Costs to cover travel, refreshments, BSL interpretation, facilitation	£	10,000.00		
4.9.1.2	Activity Plan Cost: Development of Indoor and Outdoor Co-Production Projects and Models	1	Allow	Development of indoor and outdoor co-production projects and models. (under 5's Nature Explorers Action area; nature and You case etc) Costs to cover travel, refreshments, materials, facilitation	£	15,000.00		
4.9.1.3	Activity Plan Cost: Schools	1	Allow	Schools: Develop outdoor KS2 sessions; provide expert facilitators; co-prodice space with secondary school; co-create climate change learning session	£	25,000.00		
4.9.1.4	Activity Plan Cost: Biodiversifying Horniman & Forest Hill	1	Allow	Biodiversifying Horniman and Forest hill: Develop local support network and build relationships; encorage people to connect with nature and get involved; consult and involve people with diverse backgrounds	£	15,000.00		
4.10	Professional Fees Relating to the Above (Activity)						£	-
4.10.1	All Zones						£	-



Ref	Cost Heading	Quantity	Unit	Description	Total Cost / £	Sub Totals
5.8.2.4	2024; Q1 - 2	2.5%	%	Calculated until approximate tender date	£ 74,011.74	
5.8.3	Exhibition Works Contractor					£ 277,285.64
5.8.3.1	2021; Q3 - 4	2.5%	%	Calculated until approximate tender date	£ 37,609.99	
5.8.3.2	2022; Q1 - 4	4.5%	%	Calculated until approximate tender date	£ 69,390.44	
5.8.3.3	2023; Q1 - 4	4.5%	%	Calculated until approximate tender date	£ 72,513.01	
5.8.3.4	2024; Q1 - 4	4.5%	%	Calculated until approximate tender date	£ 75,776.09	
5.8.3.5	2025; Q1	1.25%	%	Calculated until approximate tender date	£ 21,996.12	
5.9	Increased Management and Maintenance Costs					£ -
5.9.1	All Zones					£ -
5.10	Non-Cash Contributions					£ -
5.10.1	All Zones					£ -
5.11	Volunteer Time					£ 182,400.00
5.11.1	All Zones					£ 182,400.00
5.11.1.1	Volunteer time	1	Allow		£ 182,400.00	

Exclusions & Assumption:	
<p>This list is designed to assist specific areas of note and is not exhaustive given the nature of this particular order of cost exercise. Unless identified all other items are excluded.</p>	
1	Value Added Tax
2	Acquisition of any archive or collections
3	Alarms & security systems unless indicated
4	Extensive asbestos removals - unless indicated
5	Internal costs
6	Conservation upgrade to buildings
7	Consumables
8	Currency fluctuations
9	Duties & taxes
10	Extraordinary unseen site specific discoveries including (but not limited to) archaeological findings, unexploded bombs, ecology
11	Image or picture research
12	Whole site drainage upgrade - connections are to existing systems
13	Maintenance costs
14	Upgrade of incoming supply - assume site has sufficient load capacity
15	Migration of client personnel
16	Operational enabling resource
17	Rate or Licencing Usage costs or consent conditions arising
18	Standby generation and UPS
19	Primary structural upgrade to accommodate design - assumes adequate structural load capacity in buildingsto be adapted
20	Ticketing / POS
21	Website/apps/social media/branding
22	Off-site signage