Brief for NAM Website Development Programme, 2022-25

# Summary

The National Army Museum is looking to appoint a suitably qualified and experienced company to help deliver a multi-year programme of website development between 2022 and 2025. This document provides information for those interested in tendering for this work.

# 1 - Background

## About the National Army Museum

Founded in 1960 by Royal Charter, the National Army Museum (NAM) was established for the purpose of collecting, preserving, and exhibiting objects and records relating to the history of the Land Forces of the Crown. The Museum is a Executive Non-Departmental Public Body (ENDPB) run by a board of up to 12 Trustees known as the Council of the National Army Museum. The Museum is a Registered Charity and Accredited Museum.

NAM is the leading authority on the history and traditions of the British Army. It tells the story of Our Army through the people who served in it, ordinary people called upon to do extraordinary things.

In 2014, the Museum won funding from HLF for a major rebuild project, referred to as Building for the Future (BFTF). This project transformed the entire internal layout of the Museum including the development of five new permanent galleries, a temporary exhibition space, a three-room learning centre as well as a Café, Shop, and Play Base, an interactive space where children learn through play. The Museum re-opened in March 2017 by Her Majesty the Queen after a three-year closure.

## NAM’s mission

To excite, educate and inspire people with the story of Our Army in order to strengthen the bonds between Our Army and the people it serves and protects.

## NAM’s core values

Creativity, Integrity, Rigour, Empathy, Accessibility and Teamwork.

## NAM’s strategic objectives

1. **Audiences:** Inspire and excite the British Public with Our Army's story
2. **Research:** Become the national authority on the history of Our Army
3. **Collections:** Safeguard, develop and make accessible our collections
4. **Partnership:** Enable, support and engage with regional military museums in UK and international partners
5. **People, Process and Organisation:** Operate around strong core business processes and sustainable finances

## About NAM’s website

The NAM website last underwent a major redevelopment in 2016-17 as part of the Building for the Future (BFTF) project. Since then, ongoing development has addressed strategic needs on a prioritised basis. During this time, the volume of user traffic has doubled to over 2 million visits a year.

The main website uses Drupal 9 as its content management system. Separate online services provide booking, retail, enquiry handling and collections search functionality.

### Objectives

The combined objectives for these web services have been:

1. To increase awareness and recognition of the Museum’s brand
2. To encourage engagement with the main onsite offer – displays, galleries, exhibitions
3. To encourage engagement with the research offer, both onsite and online
4. To encourage engagement with the learning offer, both onsite and online
5. To support commercial activity, both onsite and online
   1. By facilitating the booking of tickets for Public Programme events
   2. By facilitating the booking of tickets for Play Base, an Early Years soft-play space
   3. By facilitating the purchase of membership packages
   4. By facilitating the booking of children’s birthday parties
   5. By showcasing the on-site commercial offer, incl. Shop, Cafe and Venue Hire.
   6. By highlighting retail/licensing opportunities, incl. Online Shop, Picture Library
6. To make the history and traditions of the British Army, and the people who served in and alongside it, more widely known
7. To improve access to collection information and assets
8. To develop digital confidence and skills by helping more people (staff and stakeholders) to participate in creating, maintaining, promoting and evaluating website content and services.

### Audience

These web services cater for the following audience segments:

* **Historians:** professional historians, military buffs, general history lovers
* **Generalists:** love-to-learns, local cultured crowd, experience seekers
* **Identifiers:** serving military/veterans (and their families), proud patriots
* **Educators:** school leadership teams, teachers, students
* **Transactors:** people who come for the facilities rather than the subject matter

See Appendix 1 for further details on our audience segmentation model.

# 2 – Vision for the website

At NAM, we do not view the website as a goal in itself, but as a means to an end. It is a bridge to bring people from one thing to another, enabling a transfer from the Museum to its audiences (and vice versa), and taking us from now into the future.

## 2.1 - Physical and digital

We want to present the physical museum offer to those at home - and then offer relevant links to all there is to discover online to those who are interested in digging deeper post-visit. Digital allows us to create engaging previews, make a physical experience tangible at a distance, and let visitors discover what interests them most. It also allows us to invite them to further explore a theme, regiment, category or object.

## 2.2 - Interest and conversion

We want to inspire the interested visitor to take the next step and trust us with their money or attention. Digital allows us to make this attractive and easy. With just a few clicks or taps that visitor should be able to register for an event, buy a product or donate some money. We can also invite soft conversions, like attending a free event, sharing a story, registering for a newsletter.

## 2.3 - Single encounter and relationship

We want to build lasting connections with physical and digital visitors alike. We want to turn an incidental encounter into a longer conversation, a first-time customer into a recurring spender, or a one-time visitor into a member, patron or partner. Digital offers the opportunity to think beyond isolated pieces of content towards episodes and series. It allows us to upsell and cross-sell, present related and featured items, and incentivise our supporters by giving them something extra.

## 2.4 - Institution and community

We need to reflect that NAM was founded to preserve the memory of those who served and continues to exist today only by the grace of those who care about it. Some of these people feel deeply invested in our collection and stories, and feel connected to those who are similarly motivated. Digital allows us to bring our institution to that community (and vice versa), to allow them to access and re-use material, and to give them a platform to find, share and connect with like-minded people.

## 2.5 - Objects and stories

Web articles are stories, exhibitions are stories, Instagram images are stories. We need to show people how these stories are built around the objects in our collection - and how they can re-use it or take a piece of it home from our shop. Digital can be a platform for storytellers and visualisers, varied content formats and storylines, messages and questions, all underpinned by curators and buyers, descriptions and metadata, images and videos.

## 2.6 - General and specific

We want to help people travel from general history to the personal story, and from the curated selection to the specific item that is relevant to them. We also want to help them go from personal interest to wider context. Digital allows them to zoom in and zoom out, to choose ‘search within’ and ‘filter’, but also ‘this is part of’ and ‘discover more’.

## 2.7 - Past and present

We need to share our heritage and preserve the collection, but also make NAM relevant to today’s audiences. This means we have to make it relatable, accessible and accountable. Digital can help us to show connecting themes, tease out threads of continuity, and paint recognisable scenes that inspire people to look at the issues of today in a different way.

## 2.8 - Now and the future

Finally, we want to make sure that all we do now - what we design, build and publish - forms a foundation on which to stand and reach further. We want a website that is reliable and flexible, sustainable and reusable, a platform and a toolkit, so that it can adapt and evolve over time to help us realise ever more of our vision.

# 3 – Digital principles

The principles we believe should underpin our efforts to realise our vision are as follows:

1. Be user centred and journey focused
2. Offer a rich multimedia experience
3. Design for conversion
4. Feel like NAM, not like just any another website
5. Integrate seamlessly with other (digital) channels/services
6. Be open and accessible to all, on every device
7. Be fully compliant with relevant legislation
8. Be informed by data and feedback
9. Inspire digital confidence in everyone
10. Make optimal use of digital in everything we do

4 – Development priorities

At the end of 2021, we undertook a strategic review of the NAM website. This process identified the following as priority areas for development:

## 4.1 - Attracting physical visitors

We want to use the website to attract more visitors to the Museum, making their entire journey towards and during a visit as smooth as possible. For example:

* Help potential visitors get a sense of what the onsite experience will look and feel like
* Showcase permanent galleries and provide more details about what’s on display
* Provide self-service answers to frequently asked questions

## 4.2 - Storytelling for online visitors

We want to use the website to tell more (and more diverse) stories, both to attract more visitors to the Museum and to engage those who can’t visit. For example:

* Introduce a wider range of storytelling formats – more video- and image-led – to enable quicker turnaround (e.g. in response to current interests/news agenda) and to engage more diverse audiences
* Develop a content strategy and calendar around the NAM offer (exhibitions, events, collections) and user interests
* Spotlight unique/popular items in the collection to help visitors make emotional/intellectual connections with events/themes in history
* Offer more immersive online experiences

## 4.3 - Developing the paid offer

We want to use the website to generate more income, with a focus on developing the current paid events offer into a fully-fledged online offer with global appeal. For example:

* Develop programming and pricing models informed by research into audience interests, motivations and budgets
* Develop an integrated user journey that addresses booking/payment, content delivery and CRM (incl. the ability for members/subscribers to avail themselves of benefits/discounts)
* Improve production values of online events – quality of recording and editing, consistency of branding
* Cross-sell physical and digital products in current journeys (incl. free ticket booking)

## 4.4 - Sharing with the community

We want to use the website to connect NAM and its visitors with existing communities who have shared interests.

* Provide gateways to discover existing online communities
* Use the knowledge/enthusiasm of these communities to crowdsource content/events/displays
* Provide services (e.g. on-this-day alerts) that benefit this community network

## 4.5 - NAM Institute

We want to use the website to promote the NAM Institute (and it goals of encouraging and facilitating research into the history of the British Army) and develop a community around it.

* Provide a clear and inviting overview of the Institute’s offer and explain how to find out more
* Deliver content that feeds curiosity and empowers users in their research mission
* Make research findings accessible not just in their original format, but in ways that simplify and contextualise
* Connect research themes and findings with the NAM public programme

## 4.6 - Collections online

We want to use the website to provide access to the collection, providing a clear search function and an elegant and intuitive interface.

* Start with a simple search, but allow users to refine and filter
* Make all collection items accessible in one place
* Provide an option to display only those items that have digital images
* Allow people to download images for non-commercial use
* Allow people to license images for commercial use
* Allow people to buy a print/replica, adopt an object, etc.

5 – Scope of works

There are two components to the scope of work, each with its own budget allocation.

The work will form part of a contract that covers three financial years (ending in March 2025). There will be an option to extend the contract a further two years (until March 2027), subject to satisfactory outcomes during the initial contract period.

## 5.1 - Realising the vision

The main component of the work will be the delivery of the areas described in **4 – Development priorities** above.

The Museum is committed to funding the proposed areas over the period indicated above. However, at this stage, it is yet to arrange these areas into a phased roadmap. Some are blocked by known dependencies that must be addressed before the work outlined above can commence. We are currently working to clarify the timing of these dependencies to inform the phasing of the roadmap. There are also several areas which will be dependent on tender submission/discussions and possible funding allocations.

However, as a priority, the Museum is keen for Phase 1 of the roadmap to focus on **4.3 - Developing the paid offer**. This is likely to include:

* consolidating our ambitions for this area
* assessing existing infrastructure to see if it is fit for purpose
* establishing what can / can’t be done based on current stack / existing budget
* creating epics / stories / etc and assigning priorities
* delivering according to assigned priorities

Subsequent phasing will be clarified after discussions with the successful appointed contractor.

## 5.2 - Maintaining service

A parallel, but secondary, component is maintaining the availability of the existing website so that our audiences can continue to access they services they need. This will include things like:

* Drupal security updates
* Bug fixes as they arise
* Minor amends/enhancements/corrections to existing service

# 6 - Project team, outline programme and budget

## 6.1 - Tender programme

|  |  |
| --- | --- |
| **Milestone** | **Date** |
| Issue brief | 5 July |
| Deadline for tender enquiries | 1 August, 12pm |
| Deadline for tender submissions | 1 September, 12pm |
| Review tender submissions and compile shortlist | w/c 5 September |
| Interview shortlisted companies | w/c 12 September |
| Appoint successful company | w/c 26 September |
| Contract commences | w/c 3 October |

## 6.2 - Budget

The main component of the scope of works (**5.1 – Realising the vision)** has a budget of up to £50,000 (excl. VAT) for Year 1 (2022-23). As NAM’s budgets are set annually, it is only possible to provide indicative figures for subsequent years of the contract. However, NAM plans, subject to any budget constraint, to commit at least the same amount again in Year 2 (2023-24) and in Year 3 (2024-25), amounting to a total contract value of £150,000 (excl. VAT) over the three years.

The secondary component (**5.2 – Maintaining service)** has a separate budget. The amount will be informed by the bidders’ proposed approaches for delivering this part of the scope of works. Tenderers are to provide an indicative value against this element.

NAM requires that all work delivered achieves maximum value for money.

## 6.3 - Project team

Project Sponsor Dawn Watkins, Assistant Director (Enterprise)

Project Manager Kevin Blaney, Website Development Officer

Project Team Technical Services Manager

Head of Communications and Campaigns

Other team leads will be involved in the relevant priority areas

# 7 - Tender response

## 7.1 – Information to include

### Relevant experience

In your response, you will need to demonstrate experience in the following areas:

* building/developing websites for museums or other organisation in the culture/heritage sector that serve both to safeguard and make accessible a public collection and as a visitor attraction/destination
* building/developing websites with Drupal 9 (including use of core APIs, troubleshooting, theme integration, performance, security, as well as active engagement with the Drupal community)
* integrating Drupal 9 websites with third-party systems/services
* building/developing websites that meet the accessibility standards required by the Public Sector Accessibility Regulations 2018
* building/developing websites that meet the data protection standards required by UK GDPR
* developing effective strategic relationships with clients to improve services over time

### Proposed methodology

In your response, you will need to outline:

* the methodologies you might use to help ensure that priorities are delivered on time and on budget, to the required standard
* the team structure you might deploy to deliver the scope of works
* the communications approach you might use to ensure the necessary information reaches the relevant stakeholders in a timely manner
* the methodologies you might use to accommodate any shift in priorities over the course of the contract
* approach to addressing ad hoc maintenance tasks (see 5.2 – Maintaining service)

### Costing/billing

In your response, you will need to provide details on your approach to costing the work. For example:

* how work will be sized (i.e. establishing required time)
* how work will be costed (e.g. rates per day/hour?, lump sum/flat rate or scale of rates depending on role?)
* how each of the two components of the scope of works (5.1 and 5.2) will be billed (noting that NAM’s terms of payment are 30 days after presentation of an approved invoice)

## 7.2 - Insurance

Please provide copies of up-to-date insurance. NAM requires Public Liability of at least £5 million, Employers Liability of £5 million, and Professional Indemnity Insurance to the value of £5 million.

## 7.3 - Financial

Please provide a copy of the company’s published accounts for the last three years.

## 7.4 - Forms

All company documentation as requested below:

* Annex A - The Completed Form of Tender
* Annex B - Certificate of Bona-Fide Tender
* Both forms (Annex A & B) should be signed by the Tenderer or, in the case of a Company by the Secretary or other authorised person.
* Annex C – Supplier Statement

## 7.5 - Tender return

All tender documents/electronic media are to be addressed to Secretariat or [tenders@nam.ac.uk](mailto:tenders@nam.ac.uk) and annotated with “**NAM Website Development Programme, 2022-25”** and received by12 noon on Thursday 1 September 2022. On no account are the tender documents to be passed to the requesting department before the tender board date.

Hard copy tenders are requested for reference but are not essential and can follow after the electronic submission.

Address for the return of hard copy tenders:

Secretariat

National Army Museum

Royal Hospital Road

Chelsea

London SW3 4HT

## 7.6 - Tendering costs

The Museum will not be responsible for or pay for any costs or expenses that are incurred by any tendering company in preparing and submitting their tender. Tenders are to remain open for acceptance for a period of 60 days.

## 7.7 - Contract award criteria

The tender board will be formed of the following representatives of the National Army Museum:

* Assistant Director (Enterprise)
* Website Development Officer
* Head of Technical Services
* Purchase Ledger Assistant

Any subsequent interview panel attendees will be confirmed after the shortlisting stage.

Tenders will be assessed on the following criteria:

* Relevant experience/expertise 50%
* Proposed methodology 20%
* Costing/billing 20%
* Overall response to tender 10%

Each proposal will be given a score. A proposal shall be rejected at this stage if it fails adequately to respond to important aspects of the brief. The National Army Museum shall notify unsuccessful tenderers of the rejection of their proposal after completing the selection process.

Tenders will be awarded on the absolute discretion of the Board of National Army Museum, in accordance with internal policies and statutory regulations. The Museum is not required to accept the lowest priced tender.

The decision will be final and binding, no correspondence will be entered into.

## 7.8 - Enquiries

Any enquiries arising from this Invitation to tender must be submitted in writing via email to:

Kevin Blaney, Website Development Officer, National Army Museum

Email: kblaney@nam.ac.uk

As noted above in **6.1 - Tender programme**, enquiries can be submitted until Monday 1 August, 12pm (noon). Answers to all enquiries will be shared with all interested parties via the listing page on [Contracts Finder,](https://www.contractsfinder.service.gov.uk/) the UK government portal for contract opportunities.

# Appendices

## Appendix 1 – Audience segmentation model

|  |  |  |
| --- | --- | --- |
| **Category** | **Segment** | **Description** |
| Educators | School Influencers | Headmasters, senior teaching staff and key decision makers who want to know about the Museum’s educational offering. |
| Eager Teachers | The broader teaching and support staff, who are always searching for unique and educational experiences for students. |
| Inspired Kids | These are school children who don’t know much about the Army |
| Historian | Enthusiasts | They know their area of military history inside out and may be amateur historians, authors or self-professed experts. |
| Military Detective | Interested in a specific aspect or period of the Army’s history, they are academic and looking for opportunities to delve into quality material and hunt for specific military stories. |
| History Lovers | For History Lovers, military history may only be one part of a larger historical puzzle. |
| Identifiers | The Army | Serving Army and veterans at home and abroad who get enjoyment from hearing true stories about soldiers’ experiences and the Army’s history. |
| Connected Families | Connected Families share specific interests and  emotional connections to the Army. |
| Patriots | Proud supporters of the Army who want to hear extraordinary stories about ordinary people risking their lives for our country, both at home and abroad. |
| Generalists | Love to Learns | These ‘classic’ museum visitors like to be in the know and are always on the lookout for new experiences  for themselves, their families and their friends. |
| Pop-in Locals | A cultured group living in or around Chelsea, who are  always looking for opportunities to explore new attractions in the city. |
| Experience Seekers | Although they have little to no prior experience of the Army this group are always on the lookout for the next new thing and enjoy experiential learning opportunities. |
| Transactors | For The Kids | Parents, guardians and nannies who come here to entertain their children using Play Base, or in the  Café or Shop. They see the Museum as a social outlet for the family, |
| Café Set | Visitors who predominantly just visit the Café and/or Shop in order to catch up with friends and family. |
| Venue Bookers | Private, public and commercial individuals or companies requiring facilities for events and meetings. |

## ANNEX A – FORM OF TENDER

Tender for: **NAM Website Development Programme, 2022-25**

To: The Council and Director of the National Army Museum

Sirs,

I/We the undersigned, having examined the enclosed tender documents and Appendices, do hereby offer to execute and complete in accordance with the said documents the works described therein:

For the sum as listed in the attached document:

Tenderer Reference:  **K-7-13-5-3**

I/We hereby affirm our agreement to enter into a contract with the Council of the National Army Museum for the due performance of the Works in the form described by the above said documents.

I/We have completed the Certificate of Bona-Fide Tender included in this document

I/We understand that the Trustees are not bound to accept the lowest or any tender which may be received nor or responsible for any cost incurred in the preparation of any tender

I/We declare that this offer is to remain open for acceptance for a period of thirty days from the date fixed for the receipt of tenders

Signed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

In the capacity of

Duly authorised to sign the tender on behalf of:

Date:

## ANNEX B – CERTIFICATE OF BONA-FIDE TENDER

Tender for: **NAM Website Development Programme, 2022-25**

I/We certify that this is a bona-fide tender and that I/we have not fixed or adjusted the amount thereof by or under in accordance with any agreement or arrangement with any other person.

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

* 1. Communicate to a person other than the person calling for these tenders the amount or approximate amount of the proposed tender except where the disclosure, in confidence, of such amount(s) was necessary to obtain insurance premium quotations required for the preparation of the tender.
  2. Enter into any agreement or arrangement with any other person that he shall refrain from tendering or as to the amount of any tender to be submitted;
  3. Offer or pay or give or agree to pay or give any sum of money or valuable consideration directly or indirectly to any person for doing or having done or causing or have caused to be done in relation to any other tender or proposed tender for the said work any act or thing of the sort described above.

In this certificate the word “person” includes any person and any body, association, corporate or un-incorporated; and “any agreement” includes such transaction, formal or informal, and whether legally binding or not.

Signed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

In the capacity of

Duly authorised to sign the tender on behalf of:

Date:

## ANNEX C – SUPPLIER STATEMENT

We certify that the information supplied is accurate to the best of our knowledge and that we accept the conditions and undertakings requested in the assessment. We understand that false information could result in our exclusion from the Tender process or the Approved Suppliers List at any time, even after initial inclusion. We also understand that it is a criminal offence to give or offer any gift or consideration whatsoever as an inducement or reward to any servant of a public body and that any such action will empower such body to cancel any contract currently in force and will result in exclusion from the Tender and / or the Approved Suppliers List.

Signed by: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name: (in BLOCK LETTERS) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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

for and on behalf of**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

This form should be signed by a Director, Partner or other authorised signatory of the organization and returned as part of the Tender Response.