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**Invitation to tender for Digital Engagement / Offer Feasibility Study for**

**Nature + Love:**

**A redevelopment project covering areas of the Gardens and Natural History Galleries at the Horniman Museum and Gardens**

**6 January 2022**

**1. Introduction:**

The Horniman Museum and Gardens is seeking to appoint a Digital Consultant as part of the team being brought together to redevelop parts of our Gardens and the Natural History Galleries. The project is due for completion in early 2026 (dependent on the availability of funding) and is the next phase of a long-term strategic plan to widen and extend access, public facilities and exhibition space across the Horniman.

We anticipate incorporating significant digital interpretation and engagement opportunities both onsite and online as part of this project. We envisage that these digital interventions will connect the Natural History Gallery with the Living Collections and Gardens and with our off-site audiences too. Some themes and stories explored may not be the same in each space.

We anticipate hardware costs of circa £45,000 and software costs of circa £180,000 for the final digital outputs, however this does not include website development costs.

We would like the Digital Consultant to undertake a feasibility and scoping report at the start of the project development phase. This will determine which digital interpretation methods should best help us to meet our audience aims – particularly to widen our audience - and have the best fit with our interpretation aims and existing infrastructure (which has some limitations, particularly with regard to IT infrastructure). This will include consultation work with a minimum of two target visitor groups, as well as a review of our existing digital ideas, suggestions of new ideas and benchmarking against suitable organisations.

The audience for the report will be the Nature + Love project team, with the purpose of informing their decisions about how to use digital interventions and outputs in the project. The report or part thereof will also form part of the interpretation plan and exhibition brief.

**2. Methodology for the Digital Feasibility Study**

1. Review the National Heritage Lottery Fund Nature + Love Stage 1 funding bid, the draft outline content plan and audience targets for the project, documents describing our current suite of digital ideas alongside other relevant documents provided
2. A site visit(s) to consider the constraints of the spaces, including light levels and sound bleed issues. This would include a conversation with our in-house workshop team.

* Assess these in terms of suitability for the spaces, cost, (considering initial install and ongoing maintenance, replacement and hosting costs, noting this includes a permanent gallery display that may well be in place for over 20 years with no dedicated AV maintenance team onsite), accessibility and environmental impact
* In conversation with the Horniman team assess and identify the opportunity to develop in-house digital skills and offer volunteering opportunities which will support the Horniman’s objectives to widen participation, noting any potential barriers / challenges to be overcome.

1. Undertake benchmarking against best practice examples from our competitors, specifically from natural history or earth science projects, other exhibitions with relevant audiences, and more broadly to consider visitor attractions that have a wider audience appeal.
2. Undertake audience consultation. This will include:

Desktop review of the existing visitor research to assess how these ideas will fit the needs of our target audiences (especially around widening audiences) and interpretive aims which are being developed through an interpretation plan in progress, which we will share with the consultants once appointed. It is vital that the digital outputs and the interpretation plan work seamlessly together.

Holding a minimum of two focus groups (including recruiting, setting up, leading, and noting the outcomes) to cover at least two of the target audience segments noted above. The Horniman will provide the venue. We expect you to recruit the participants but can provide contacts particularly from our ‘non-visitors panel’ which we will be setting up as part of the project.

1. **Key Deliverables**

It is recommended that a first draft for review and comment is received mid-April 2022. This final feasibility study must be delivered by 3 May 2022.

The deliverables below will inform the National Lottery Heritage Fund (NLHF) Stage 2 bid budget, programme, activity plan, interpretation plan and exhibition design brief. We require a clear and concise, evidence-based report, backed up with the outcomes of visitor research, to include the following:

1. Based on your audience research outline which digital interpretation options across our offer (inside, outside and off site) would best help:

* achieve the interpretive aims for the project
* reach our specific target audiences (including diversifying the Horniman’s audience and meeting accessibility standards)

1. Provide costed benchmarking case studies including longevity and maintenance requirements with best practice examples from our competitors, specifically from natural history or earth science projects or exhibitions or visitor attractions demonstrating a successful track record of reaching target relevant audiences
2. Suggest any other digital engagement ideas. Note outputs must include:

* Consideration of ideas that can be updated, developed and adapted as technologies and software changes (with ongoing costs and resources required).
* Interactives or engagements that can be enjoyed by groups (not solely one-to-one due to the nature of our audiences), as well as view on visitors’ own devices
* Opportunities for co-curation; digital volunteering; participation in Citizen Science initiatives; and sharing data with 3rd parties so they can work on collections themselves

1. Develop a SWOT analysis of the proposed digital engagement outputs and use this to make recommendations for which ideas are most suitable for the Horniman’s audiences taking into account:

* Audiences and interpretive goals
* Environmental impact
* Accessibility
* Budget (include estimated budget ranges for hardware and software and long term maintenance and licencing issues costs, and ensuring these are within the overall budget figure we have for the work noted on page 1)
* Spatial considerations in the Gallery (including constraints of the space and the light levels and sound bleed issues)
* Longevity and maintenance requirements
* Outline how the suggested digital outputs will connect the Natural History Gallery with the Living Collections and Gardens and with our off site audiences.

1. Identify opportunities for co-curation, digital volunteering, partnerships and skills development needed to progress these outputs. Identify if new roles need to be created to deliver the project or provide ongoing maintenance and support for the digital outputs.
2. In addition to the main report provide your full set of research data, to be stored in a readily accessible electronic format such as Excel.

**4. Selection and Contract requirements:**

**4.1 Selection criteria:**

* Demonstrable experience of the successful delivery of projects of a similar nature and scale (preferably with a natural history or science theme) within the last 10 years, providing case studies and references (3 projects max):**40%**
* Approach and methodology for the project: **10%**
* Approach to ensuring that sustainability considerations are embedded within the project throughout: **10 %**
* The most economically advantageous and value for money tender: **40%**

**4.2 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.

**4.3 Contract terms and conditions:**

* Our standard terms and conditions are attached for your information.
* A condition of this contract will be that all work undertaken for the Horniman Museum and Gardens will be the Copyright of the Trustees of the Horniman Public Museum and Public Park Trust and can be used by us in all appropriate forms including in the galleries and on our website, and can be freely passed to other designers, agencies for further development etc. as part of the design process for the Project.
* We reserve the right to edit the work. You are required to undertake these duties yourself and may not delegate the work specified to another contractor.

1. **Instructions for Tender Submission:**

Should you wish to tender for this project you are required to provide the following information, as concisely as possible:

* Three case studies, with references, of projects of a similar nature and scale undertaken within the last 10 years
* Your experience of working with audiences and your track record of widening audiences through digital engagement
* Your approach and methodology for the development of the Digital Feasibility Study
* A programme for the delivery of the Digital Feasibility Study
* Your outline approach and relevant experience of working with sustainability considerations in mind.
* Names and CVs of the proposed Consultant(s) who will work on this project
* Short method statement outlining the approach to the successful project delivery and approach to resource management
* Health and safety, environmental and equal opportunities policies
* Company accounts for the last two years
* Confirmation of insurances held
* Completed anti-fraud and bribery statement
* Company history
* A suitable single point of contact for all correspondence relating to the tender, including email address, postal address and telephone number(s).
* Fixed price fee proposal for the elements above, including expenses and financial recompense to the audience research participants (we suggest a fee of £50 per person, to be administered by yourselves).

Please return the required information electronically to [kwalker@horniman.ac.uk](mailto:kwalker@horniman.ac.uk) by 12.00 on the 3 February 2022.

Please note that our email system will not accept emails larger than 8MB and that other delivery methods such as WeTransfer are acceptable as long as these are confirmed by email.

For any queries about the project please contact Kirsten Walker by e-mail.