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**Tender Documentation**

**Lead Consultant**

**Horniman Museum and Gardens Master Plan**

**Tender Submission Return Date:**

**12 noon on 17 December 2018**

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**Section 1**

**Introduction to Horniman Museum and Gardens**

**1.1 Background:**

The Horniman Museum and Gardens was founded by Frederick Horniman, a tea merchant, who left his collection, gardens and a purpose-built museum (designed by Charles Harrison Townsend) in Forest Hill for the people in 1901. The collections consist of internationally significant anthropology and musical instruments, together with natural history material, an aquarium, butterfly house and a small zoo. The complex is in 16.5 acres of gardens with stunning views of central London. The Horniman Museum building is listed Grade 2\* and the Gardens are listed Grade 2. We have a recently revised Conservation Management Plan for the site.

In 1991 the Horniman was transferred to an independent charitable trust and is a non-departmental public body (NDBP) overseen by a Board of Trustees. Core funding currently comes from the Department for Digital, Culture, Media and Sport (DCMS), and Arts Council England (ACE), with significant additional income generated through programme-related fundraising and commercial activities. The Horniman has a wonderful reputation for its work in education, and in reaching out to diverse local communities, and as a result is a much-loved institution for south Londoners.

The vast majority of the Horniman’s 350,000 objects are not on display, but are housed in the Study Collections Centre (SCC), a former school site in north Greenwich, which we own. The SCC functions reasonably well, but is getting rather full and is remote from the main site. The result is that the collections do not get used as much as they might, and the staff at SCC feel rather isolated.

**1.2 Developments over the last 20 years:**

In 2002 a major expansion was undertaken, with a new entrance constructed to link the museum much more closely with the gardens, new galleries and new facilities such as a larger café and shop. This development was predicted to result in up to 250,000 visitors coming to the site each year. In recent years, however, visitor numbers have expanded exponentially, so that in 2017/18 the site received 935,346 visitors, 813,195 of these to the museum and 122,151 to the Gardens only.

The expansion in visitors has been facilitated in part by several other developments on the site including:

* The construction of a 200m² aquarium in the basement in 2007
* An increased focus on the need to generate income through commercial activities linked to our mission from 2011
* The re-development of the Gardens in 2012
* The construction of a Butterfly House in 2017
* The opening of our World Gallery and Studio in 2018

This huge rise in numbers has brought its own challenges, particularly around the entrance, where queuing and inadequate facilities are evident at peak times. At the same time, the expansion in numbers has been at the sacrifice of diversity. As Forest Hill has gentrified, the great majority of the new visitors have been from middle class families. As a result, the Horniman’s audience is actually less diverse than it was 25 years ago, with only 18% BAME participation against a London population of 40%; NS-SEC 5-8 at 16% compared with 35% in the London population, and disabled 5% compared with 14%.

**1.3 Current context:**

The previous Chief Executive, Dame Janet Vitmayer, retired in April 2018 after over 20 years at the helm, presiding over this huge growth in the institution. In May, Dr Nick Merriman took up the role, with a mandate from the trustees to develop a ten-year plan for the next phase of the Horniman’s development. He has been working with staff to review the institution’s mission to make it about more active engagement with social and environmental issues, as London’s only ‘one world’ museum where nature and culture can be seen side by side.

As part of this, trustees have agreed to a series of **change objectives** for the next decade. These are that the Horniman will:

• Diversify audiences and grow the offer for adults

• Deliver greater social and environmental impacts

• Improve the use of the collections and site

• Build a more sustainable business to support this

Whilst much of the change objectives will be delivered through programming (exhibitions, events, activities, outreach), it is clear that the next decade will inevitably also involve a series of discrete capital projects designed both to achieve the objectives and to tackle various issues around visitor experience and income generating activities.

At an Away Day on 4 October 2018, trustees discussed the different elements of a ten year Master Plan, and took the decision to appoint a consultancy to assist them in the Master-Planning exercise. We would expect this Master Plan to support the delivery of these change objectives over the next 10+ years.

See Appendix 1 for the Client Brief

**Section 2 - Introduction to the Master Plan Architect Appointment**

**2.1 Tender Procedure**

Thistender pack has been produced as a means of selecting and appointing an Architect and associated sub-consultants to deliver a public-offer/visitor experience driven costed, sustainable Master Plan for the Horniman Museum and Gardens.

The programme for the tender process and the award selection criteria are shown in Section 6 of this tender pack.

**2.2 Form of Appointment**

It is proposed that the selected Architect will be appointed under the Horniman Museum and Gardens Terms and Conditions, as attached.

The following Form of Enquiry and Schedule of Services will supplement the above Terms and Conditions and will be attached to the final Form of Appointment.

# **Section 3**

# **Form of Enquiry**

3.1 **Client (“Horniman Museum and Gardens”)**

Name: The Horniman Public Museum and Public Park Trust

Address: 100 London Rd

Forest Hill

London

SE23 3PQ

Nick Merriman, Chief Executive will be the Project Sponsor for this Project. The Horniman’s Project Sponsor has the Board’s authority to represent it in respect of the matters set out in this tender.

3.2 **Client contacts**

Nick Merriman, Chief Executive, Horniman Museum and Gardens (Project Sponsor)

0208 291 8694 [nmerriman@horniman.ac.uk](mailto:nmerriman@horniman.ac.uk)

Kirsten Walker, Director, Collections Care and Estates, Horniman Museum and Gardens (Project Coordinator)

0208 291 8695 [kwalker@horniman.ac.uk](mailto:kwalker@horniman.ac.uk)

If you have any questions regarding this tender documentation please contact Kirsten Walker in the first instance.

3.3 **Project Information**

The project is located at:

Horniman Museum and Gardens (address as above)

3.4 **Project Team Structure**

The Project Sponsor, Nick Merriman, is responsible for the overall vision, direction and delivery of the project and accountable to the Horniman’s Capital Project Board. Supported by the Project Team/ User Group including:

* Kirsten Walker, Director, Collections Care and Estates
* Victoria Pinnington, Director Communications and Income Generation
* Tim Hopkins, Head of Estates
* Brad Owen, Head of Commercial
* Kate Oliver, Head of Learning
* Cookie Rameder, Visitor Experience Manager

The Capital Project Board will provide advice and steer the project, this Board is ultimately responsible to the Horniman’s Board of Trustees.

3.5 **Project Description**

The Horniman requires master-planning advice to help us meet our change objectives and:

* address issues relating to the entrance to improve visitor experience and income generation

• make better/greater use of the site as a whole, for both income generating activities and free public amenities

• decide on the long term future of the Study Collections Centre

The masterplan needs to address the historical context of the Horniman and implications of the developments for our local community as well as the museum’s requirements and aspirations. There will therefore be a need for consultation with users and the local community as part of the master-planning process.

The masterplan also needs to be flexible to allow it to adapt and change over 10 years. There is a requirement to raise external funds for nearly all of the elements of the plan, and there are constraints on our own capacity to do this, and to manage multiple projects. As a result, the developments will have to be phased over the period.

3.6 **Project Programme. Key dates (indicative at this stage)**

**Anticipated stages:**

* **Stage 1** –Baseline information review and gathering, site visits, initial internal and external consultation. Define output and refine objectives, scoping and initial budgets **January 2019**
* **Stage 2** –Develop initial assessment. Detailed consultation as required. Options long list considering feasibility, concept, cost and deliverability. **February 2019**
* **Stage 3** – Develop and appraise options short list according to objectives and agree preferred options. Key internal and external stakeholder consultation. Outline costs, implementation programme, risks, financial options, impact assessment, begin robustness testing and visitor research. **Mid-March 2019**
* **Stage 4** – Complete the Master Plan covering all aspects of the brief; and a costed and phased implementation plan. Document the findings from all stages. Develop the business plan and financial models. **April 2019**

3.7 **Insurances**

3.7.1 Professional Indemnity insurance is to be maintained by the appointed Architect in an amount of not less than £1m for any one occurrence or series of occurrences arising out of any one event, at any stage from the letting of this contract and for a period of 12 years from the date of Practical Completion of the project.

3.7.2 Public Liability Insurance is to be maintained by the appointed Architect in an amount of no less than £5m.

3.7.3 Employers Liability Insurance is to be maintained by the appointed Architect in an amount of no less than £5m.

3.7.4 The Architect will be required to ensure that insurance certification is maintained for the duration of the Project and to provide updated certificates upon request.

3.8 **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.

**Section 4**

# **Schedule of Services**

**4.1 General**

4.1.1 The Architect is response for the appointment and management, to briefs agreed with the Horniman, for the following consultants in their development of the Master Plan as appropriate:

* M&E Consultant
* Structural Engineer
* Landscape Designer
* Visitor flow consultant

The Horniman will be responsible for the appointment and management of a cost consultant.

4.1.2 Identify and agree the appointment of any other consultants with the Horniman.

4.1.3 Coordinate all design work by sub-consultants and any consultants appointed by the Horniman.

4.1.4 Develop and subsequently maintain with the Horniman a project programme. Agree information delivery dates, milestones and outputs. Assist in resolving any programming problems that may arise.

4.1.5 Monitor the production of design information against the programme and if delayed advise the Horniman’s Project Coordinator so that action can be taken accordingly.

4.1.6 Provide information to the Horniman and other consultants as necessary to enable them to carry out their respective duties.

4.1.7 Ensure that the Horniman has sufficient and timely information to approve any design decision.

4.1.8 Print, reproduce or purchase all documents, drawings, maps, models, photographs and other records necessary for the proper performance of the Services.

4.1.9 Ensure that all work complies with the Equality Act 2010. 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. Commitment to these principles is an essential requirement in the selection of the Architect for this Master Plan and will not be compromised.

4.1.10 Develop a thorough understanding of the Horniman’s visitors, visitor experience and the Horniman’s aspiration for the future visitor experience.

4.1.11 All documentation (confidential or otherwise) supplied to the Architect throughout their appointment is to be handed back to the Horniman at the end of the Master Plan.

4.1.12 Develop a thorough understanding of the local planning and development policies for the surrounding area and their impact on the Master Plan.

**4.2 Project set up and familiarisation**

4.2.1 Interrogate the Horniman’s requirements. This will require liaison with key Horniman stakeholders including the Horniman’s Master Plan Project Team and/or their designated representatives.

4.2.2 Discuss and agree final outputs including quality, content and formats.

4.2.3 Review and develop the vision, objectives and project scope with the Horniman.

4.2.4 Review all existing information as provided by the Horniman in relation to:

* the site
* buildings, infrastructure and current use of and limitations on space and development
* traffic and visitor flow
* public offer aspiration, narrative and interpretive vision and ideas, audiences and future audiences
* commercial and self-generated income aspiration and requirements
* collection storage and conservation principles and requirements

4.2.5 Assist in the identification of surveys, inspections or specialist investigations if required and procure in conjunction with the Horniman Project Coordinator.

**4.3 Stakeholder engagement**

4.3.1 With the Horniman, develop the approach to communicating with and managing the input of internal and external stakeholders.

4.3.2 Attend consultations with parties as identified by the Horniman, to include, but not limited to:

* Funders
* London Borough of Lewisham
* Historic England
* Local residents
* Horniman staff and volunteers
* Horniman Board of Trustees

**4.4 Spatial Master Plan**

4.4.1 Develop spatial options to meet the Brief.

4.4.2 Following approval, develop the preferred spatial option including proposals for better use of public offer buildings and external spaces, infrastructure and building solutions; landscape solutions.

4.4.3 Produce all necessary drawings, visualisations to show intent and viability. NB these will be used for fundraising purposes.

4.4.4 Provide information to the Horniman’s Cost Consultant for the preparation of a cost estimate.

4.4.5 Provide advice on likely maintenance and life cycle costing.

4.4.6 Provide advice on sustainability including likely energy consumption and environmental impact. Include advice on renewables where appropriate.

4.4.7 Provide an understanding of the statutory permissions required and the viability of the Master Plan in the context of local development plans and policies.

4.4.8 In partnership with the Horniman, consult with planning and any other necessary authorities to establish the feasibility of these proposals.

4.4.9 Work with the Horniman to develop a phased programme for the implementation of the Master Plan.

4.4.10 Participate in the preparation of a risk register, formulating and reviewing strategies for minimising the risks.

4.4.11 Produce a final, fully coordinated Master Plan which can be used to set out and seek approval of the Horniman’s Board of Trustees; and to guide and inform external and internal stakeholders during implementation. Electronic and hard copy formats and number of the final documents to be agreed during project set-up.

**4.5 Communication, meetings, reports and records**

4.5.1 A collaborative approach to the development and delivery of the Master Plan is anticipated, where consultants and the Horniman work together to create the best possible output. This includes the full consideration and use of work carried out by the consultant team as well as that carried out by and directly on behalf of the Horniman.

4.5.2 The Horniman supports a communication approach which achieves maximum efficiency and effectiveness with minimal bureaucracy and repetition. Communication channels and meeting expectations and schedules for the project should be agreed with the Horniman Project Sponsor and Coordinator at the outset.

4.5.3 The Horniman requires the Architect to nominate one senior person to be responsible for the project, with whom the Horniman will liaise.

4.5.4 The Horniman reserves the right to require a change in the named personnel if their performance is considered unsatisfactory for whatever reason.

4.5.5 Visit site and consult with the Horniman as required to properly progress and deliver the works, and to ensure the successful completion of the Master Plan on schedule and to budget.

4.5.6 Agree, set-up, and chair and minute design meetings. Attend progress and board meetings.

4.5.7 Attend and present at a Board meeting if required.

4.5.8 Attend a maximum of 5 no. presentations to funders, internal and external stakeholders as required.

4.5.9 Keep full and proper records of all key meetings and negotiations attended or conducted and circulate to the Horniman. Ensure actions and resulting approaches are clearly highlighted.

4.5.10 Issue monthly project progress reports whilst providing regular updates on progress including raising key issues for consideration and resolution. Attend monthly project progress meetings.

**Section 5**

**Fee Criteria**

5.1 **Lump Sum Fee**

The Offer is to be expressed as a Lump Sum Fee.

* 1. **Time charges**

Should additional services be required, it may be agreed to pay for these services on a time charge basis. Please include details of hourly rates for: Partner/Director, Associate, other roles as may be appropriate or relevant.

* 1. **Expenses and travel**

All expenses and travel are to be included in the Lump Sum Fee.

* 1. **Instalment payments**

Please include a suggested fee draw-down schedule in the tender.

* 1. **VAT**

All fees and other charges are exclusive of Value Added Tax, the amount of which shall be invoiced by the Architect and paid by Horniman Museum and Gardens at the rate and in the manner prescribed by the law.

* 1. **Confirmation of Fee Offer**

Confirmation of Fee Offer to be completed and signed by the tenderer.

**Section 6 – Tender Information**

**Information regarding the tender submission**

6.1 **Purpose of tender process**

The purpose of this tender process is to enable the selection of an experienced Architect who can work closely with the Horniman Project Team to deliver the Master Plan project to meet its aims and objectives.

In order that the Horniman has the correct information from which to select, comparability of information is important. Tenderers are requested to include all of the following information within their tender submission. Failure to submit any information may result in your tender being rejected.

6.2 **The Tender response should include the following:**

* Your approach to the project, how you will work with us to create the Master Plan
* Your experience of Master Planning, ideally with similar organisations to ourselves
* Your proposed team, including sub-consultants (the team that comes to interview must be the team that will work on the project throughout)
* Your Master Plan programme
* An indicative resource schedule
* Your fee and fee structure
* Three relevant references that we could contact

6.3 **Tender evaluation**

As a public organisation responsible for the expenditure of public monies, the Horniman seeks value for money in all its contracts. Keen pricing for this tender is anticipated and the Horniman will be seeking the most economically advantageous tender taking into account the following evaluation criteria:

|  |  |
| --- | --- |
| **Evaluation Criterion** | **Percentage Weightings** |
| Approach to the project, how you will work with us to create the Master Plan | 30% |
| Relevant experience in Master Planning | 15% |
| Proposed team and resource schedule | 10% |
| Programme | 5% |
| Lump sum Fee and Time Rate Charges | 40% |

6.4 **Submission of Tenders**

6.4.1 Tenderers should submit three hard copies of their tender and one copy on memory stick, in English, by no later than **12.00** on **17 December 2018** to:

Kirsten Walker, Director Collections Care and Estates, Horniman Museum and Gardens, 100 London Rd, Forest Hill, London, SE23 3PQ

Tenderers must ensure that their submission arrives on time. We regret that tenders received after this deadline will not be considered.

6.5 **Interviews**

6.5.1 Shortlisted tenderers will be invited to attend an interview to discuss their tender, and these will be held at Horniman Museum and Gardens on **11 January 2019**.

6.5.2 Your team should include the main staff members that have been nominated to undertake the project as stated in your tender.

6.6 **Tender Response**

Horniman Museum and Gardens will inform unsuccessful tenderers of the reason for the selection on the basis of the tender selection criteria.

6.7 **Tender Programme**

This tender is to be awarded under the following programme:

Issue Tenders 19 November 2018

Tender Return Date 17 December 2018

Tender Evaluations 18 – 21 December 2018

Interviews 11 January 2019

Confirm Appointment 18 January 2019

Set-up Meeting wc 21 January 2019

**Appendix 1 – Client Brief**

**Horniman Museum and Gardens Master Plan**

1. **Mission, aims and objectives**
   1. Our mission is as follows: ‘The Horniman connects us all with global cultures and the natural environment, encouraging us to shape a positive future for the world we all share’.

The Master Plan will help us deliver this mission by:

* Reviewing the site as a whole, to identify how we can make better and more efficient use of it to deliver both income generating activities and free public amenities
* Addressing congestion issues relating to the entrance area to improve the visitor experience and self-generating income opportunities
* Prioritising the visitor journey and experience, making it more accessible and legible for all
* Supporting the development of options for the long term future of our Study Collections Centre

We anticipate that this exercise will result in a Master Plan of a series of discreet phased capital projects that could be delivered over a period of 10+ years

* 1. The Horniman has many strengths including:
* Our unique position as the only museum in London combining natural and cultural worlds, with internationally important music and anthropology collections and coral research as well as natural history collections and 16 acres of gardens
* Our global reputation for education & community engagement
* We enjoy huge support and affection from our visitors, funders and politicians, with a 98% satisfaction rating from our visitors
* We are a very successful and sustainable organisation with a motivated, ambitious and well trained workforce and a diverse and supportive board
* Our commercial and income generation team now generate 25% of our revenue budget (from 10% in 2012)

But

* Audience profile is less diverse than 20 years ago and the image of Horniman is that it’s mainly for families; adults can be deterred
* We are victims of our success: queues for tickets; overcrowded café; inadequate toilets; no picnic space. However some spaces (conservatory, pavilion, education rooms, parts of gardens) are underused
* Some of our offer is tired: e.g. Natural History gallery
* Our collections are stored remotely in Greenwich and are underused; staff there are isolated
* We continue to rely too much on public funding
  1. Business Objectives

The ongoing objectives which help structure our Corporate Plan are:

**Access**: We will use the collections and Gardens to stimulate curiosity and wonder, promoting opportunities for people of all ages, abilities and backgrounds to participate in and enjoy exhibitions, educational programmes, activities and events – both face-to-face and online.

**Collections:** We will safeguard and develop the collections so that they can be made as accessible as possible now and into the future.

**Shaping the future:** We will effectively manage our resources and become more financially resilient so that we can continue to develop and share our collections, estate and expertise for the widest possible public benefit*.*

At the same time, trustees have agreed four ‘change objectives’ which will shape the contents of the ten year masterplan. These are:

1. Diversify audiences and grow the offer for adults
2. Deliver greater social and environmental impacts
3. Improve the use of the collections and site
4. Build a more sustainable business to support this

We would expect this Master Plan to support the delivery of these change objectives over the next 10+ years.

1. **Our current audiences**

* In 2017/18 over 935,000 visits were made to the Horniman Museum and Gardens entire site
* During 2017/18, 747k visits were made to the Gardens, 80% of total site visits
* 64% of visitors were in family groups, and 31% of all visitors were aged under 16
* 40% of visitors had been to the Horniman within the past year, and these returning visitors made an average of 3.6 visits in 2017/18
* 36% of visitors were making their first visit to the Museum
* On average, visitors spend 1 hour 53 minutes at the Horniman
* 78% of visitors were based in London, of which just over half were from our local three boroughs of Lewisham, Southwark and Lambeth
* 18% were from black, Asian or minority ethnic (BAME) groups
* The socio-economic classification of our visitors, defined using employment relations and conditions of occupations, is 78% for grades 1 to 4 (higher managerial down to small employers) and 15% for grades 5 to 8 (technical occupations down to long-term unemployed). 4% were full-time students, and 4% were not stated
* Visit rating was exceptionally high with 98% positive, and 97% would recommend a visit to friends or family

1. **Master Plan priorities that have been identified by Trustees:**

* review the Museum’s entrance facilities, which were aimed to welcome 250,000 visitors a year, while we now have over 800,000
* make better use of our whole site, by encouraging visitors to explore beyond the museum building, and to maximise commercial opportunities
* determine the long term future of our Study Collections Centre in north Greenwich
* deliver the ‘Natural Worlds’ project to redisplay the Natural History Gallery, which is over 50 years old and unrelated to current environmental concerns, and the Aquarium, to highlight the globally important work on coral breeding (a separate project which will not be part of this brief)

We are looking for solutions to some of these priorities both in the short-medium term, and in the long term, and would like advice on both sets of approaches.

1. **Key Requirements that need to be addressed:**
   1. Our Entrance:

* The entrance needs to cater for a minimum of 1 million + visits per annum
* The position of the ticket desk encourages queues across the main access route into gallery spaces and makes it difficult to maximise ticket, membership and other sales
* Noise is a significant problem hindering effective verbal communication upon arrival and causing access issues
* There is no space to provide self-serve digital ticket machines
* Orientation/Wayfinding is poor at the entrance due to congestion and difficulty in positioning digital screens/boards
* The entrance/exit donation box is difficult to see when busy
* The shop is relatively small and easy to avoid. Congestion in the reception area makes it difficult to access the shop at busy periods.

4.2 Other internal spaces that need enhancement/improvement:

* There is no dedicated buggy park so at busy times we use the most prominent location in the museum (Gallery Square), sending a message of ‘Families only’ to other visitors
* There are not enough toilets to cope with demand, and no available room to create a Changing Places toilet. Toilets at the entrance are poorly located causing an unwelcoming smell/sightlines and positioned in a congested, narrow corridor serving as the intersection of the café entrance, lockers and toilets
* The Café is not big enough to meet demand (seating and kitchen for visitors plus no service kitchen for event catering) leading to lost income and poor customer service
* We have no dedicated space for visitors bringing their own food from home to picnic, sending an unwelcoming message to those audiences with less disposable income and often the more hard to reach
* The visitor lift is unreliable and is used as our service lift.
* Our large Family focused temporary exhibitions require the main entrance doors to be removed and a lifting platform to be erected in Gallery Square to get exhibits down to the lower gallery twice a year
* We have no suitable space to welcome coach/group tours
* The original entrance under the Clock tower which is current our staff and contractor entrance

4.3 The potential of our Gardens and Nature Trail:

* We wish to explore ways that we can make better use of our 16 acres of estate to achieve our change objectives. Ideas put forward so far include projects that will:
  + Extend the range of garden displays and related programming
  + Expand the catering offer
  + Enhance venue hire opportunities

4.4 The potential of our North Greenwich site linked to the requirement to safeguard our collections for the long-term

* Our Study Collections Centre (SCC) is housed on a key development site on the North Greenwich Peninsular and there is potential to realise the value of the site for redevelopment of a new collections facility elsewhere and to support Master Plan delivery
* One of the options we wish to explore is the relocation of the SCC to our Forest Hill site so we would need the Master Plan to consider where a new SCC could be located on site and what the local planning issues / implications are. We would anticipate that this would be reviewed early in the Master Plan process.

1. **Constraints**

We would expect the Master Plan to take into consideration the following constraints as part of any options development

* Urban development
* Local planning policy
* Neighbours
* Funding
* Our ability to deliver the Master Plan – it must be possible to deliver in phases

**Appendix 2 – Confirmation of fee offer**

**Form of Tender/Statement of Compliance**

**TO BE COMPLETED BY THE TENDERER**

To: *[Tenderer to insert]*

Date: *[Tenderer to insert date]*

Provision: Lead Architect for Master Plan

To: The Horniman Museum and Gardens

From: *[Tenderer to insert name of organisation submitting Tender ]*

1.0 Having examined the Invitation to Tender and all other Appendices, and being fully satisfied in all respects with the requirements of the ITT (including the Conditions of Tender).

I/We hereby offer to provide Lead Architect Services as specified in the Scope of Services for the fixed lump sum of :

£…………………………………Amount in words:

……………….............................................………………………………………………

…………………………………………………………………………

and in accordance with the provisions of the Agreement. If this offer is accepted I/we will execute documents in the form of the Agreement within 30 days of being called upon to do so.

I/We confirm that I/we agree with the Horniman in legally binding terms to comply with the provisions relating to confidentiality set out in Section 2 of the Invitation to Tender.

2.0 My/our offer is open for acceptance for a maximum period of 120 days from the date of return of tender.

3.0 I/We understand that the Client does not bind himself to accept the lowest or any offer.

4.0 Collusive Tendering / Bona Fide Tender – I/We hereby certify that:

4.1 The Tender is bona fide and intended to be competitive and that I/we have not fixed or adjusted the amount of the Tender by or under in accordance with any agreement or arrangement with any other person:

4.2 I/We also certify that I/we will not do at any time before the hour and date specified for the return of the tender any of the following acts:

4.2.1 indicate to the person or other than the person calling for the Tenders the amount or approximate amount of the proposed Tender, except where the disclosure, in confidence, of the approximate amount of the Tender was necessary to obtain insurance premium or other quotations necessarily required for the preparation of the Tender;

4.2.2 enter into any agreement or arrangement with any other person that they shall refrain from tendering or as to the amount of any tender to be submitted;

4.2.3 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 having caused to be done in relation to any other tender or The Horniman Museum and Gardens Master Plan Project Lead Architect Tender proposed tender for the said work any act or thing of the nature specified and described in this standing order.

5.0 Canvassing - We hereby certify that:

5.1 I/We hereby confirm that I/we have not canvassed any member, officer, employee, or agent of the Horniman in connection with the award of the Frameworks Agreement for the services and that no person employed by me/us or acting on my/our behalf has done any such act.

5.2 I/We further hereby undertake that I/we will not prior to the conclusion of the Provider selection process canvass or solicit any member, employee, agent or provider of the Horniman in connection with the award of the Agreement for the services or any proposed Call Off Contract for the provision of the services and that no person employed by me/us or acting on my/our behalf will do any such act.

5.3 I/We further acknowledge that, should I/we be appointed as a Provider to the Framework following the conclusion of the Provider selection process, the Horniman will permit me/us to approach the Horniman directly in order the promote the Agreement.

Signed for and on behalf of the above named Tenderer:

**SIGNATURE:**

**PRINT NAME:**

**POSITION:**

**FOR AND ON BEHALF OF:**

**DATE:**