



**The United Synagogue
Willesden Cemetery Heritage Project
“House of Life”**



Invitation to Tender for Interpretation Planning Consultancy

WILLESDEN JEWISH CEMETERY HERITAGE PROJECT

INVITATION TO TENDER FOR INTERPRETATION PLANNING CONSULTANCY

Reference AP/HG--15--01660

INTRODUCTION TO THE TENDER

The United Synagogue invites appropriately qualified, experienced and resourced consultants to submit tenders for Interpretation Planning for the Willesden Cemetery Heritage Project in London.

The consultancy may be carried out by an organisation or by an individual. This document describes the brief for services to be carried out by the consultancy.

The United Synagogue has been awarded a Round 1 pass from the Heritage Lottery Fund (HLF) under the Heritage Grant programme to conserve Willesden Cemetery. This is a Victorian cemetery unique in British Jewish heritage which contains the graves of more than 26,000 people including some of the community's most notable individuals. Willesden's heritage is ripe for discovery and the United Synagogue wishes to promote its opening up to visits by more people and a wider range of communities.

The Round 1 pass has provided a development phase grant of £321,000 to cover staff, head office and consultancy costs. Together with a contribution from the United Synagogue, this allows for detailed proposals to be prepared for a Round 2 application to be submitted by September 2017.

If successful at Round 2, the project will continue to a delivery phase running to 2020 with a total budget of around £2.4m.

The United Synagogue is obliged under the conditions of its HLF grant to advertise the opportunity for a contract worth £10,000 or more (excluding VAT) funded by the HLF and to receive at least three competitive bids.

This opportunity is advertised on the Government Procurement Portal Contracts Finder and via the members' email bulletin of the Association for Heritage Interpretation (AHI).

THE UNITED SYNAGOGUE

The United Synagogue
305 Ballards Lane
London
N12 8GB
Tel: 020 8343 8989
www.theus.org.uk
Registered Charity No 24255

The United Synagogue consists of 62 orthodox synagogues with circa 40,000 members, mainly in London. The largest synagogue movement in Europe, it operates under the spiritual leadership of Chief Rabbi Ephraim Mirvis and his court, the London Beth Din.

The United Synagogue strives to be authentic, inclusive and modern. It welcomes every Jew regardless of level of observance. It recognises that members do not shut themselves off from the secular world but play their part in British life while being confident in their Judaism.

A key objective emerging from a Strategic Review of the organisation in 2015 is the building of vibrant communities that engage and inspire its members. More than houses of prayer, synagogues are set to become places of religious, social and cultural engagement and communities to become vibrant hubs of Jewish life.

The newly formed United Synagogue Heritage Department is developing an overall strategy to conserve its historic synagogue buildings, seven cemeteries, Judaica and archives and to connect and engage Jewish people and a wide range of other communities with this heritage.

THE PROJECT

We want to make Willesden Cemetery a place not just for the families of the deceased, but also for the local and wider community of all cultural backgrounds and ages, to come and contribute, come and learn, and appreciate it as a valuable green “lung” in the city.

The overall aims of the Willesden Cemetery Heritage Project can be broken into four parts:

1. To repair the fabric of buildings and conserve the graves and landscape, making the site safe and accessible for years to come.
 - The development phase will specify a robust programme of graves and memorials conservation and conduct bio-diversity and habitat protection surveys as well as setting out access requirements and improvements.
2. To refurbish The Lodge, Cohanin Room, Prayer Hall and former Mortuary to act as visitor and learning spaces with indoor and outdoor interpretive displays that explain the heritage of the site, the British Jewish community and the lives of people buried there.
 - The ground floor of The Lodge at the cemetery entrance to be converted into a welcome centre with exhibition space and a visitor café.
 - The former Cohanin wing (a self-contained room adjacent to the Prayer Hall) to be converted into a seminar room or learning centre.
 - New landscaping and outdoor interpretation to indicate themed paths and visitor routes through the grounds that identify connections between graves including possible feature planting.
3. Enable greater public access, connect with and inspire a wide range of communities including existing and new visitors, through guided tours, virtual tours, outreach activities, exhibitions, formal and informal learning, training and volunteering.

4. Secure a sustainable future for the cemetery as a visitor destination as well as a permanent Jewish burial ground, with a shift to significant volunteer involvement.

Target audiences

Currently Willesden Cemetery is visited at key dates and anniversaries by families of some of the deceased and there are a number of tours led by Jewish London walking guides to Jewish and other groups throughout the year. A remembrance service for the fallen of two world wars is held annually by the Association of Jewish Ex-Servicemen and Women.

We want to welcome Jews and people of other faiths and ethnic groups, and aim to inspire not only those with connections to the deceased, but also others who never thought they might be interested in a Jewish cemetery.

We do not yet have a clear idea of likely future numbers. The particular needs and interests of these audiences in relation to what Willesden Cemetery could offer will be tested through audience research as we develop an Activity Plan.

We would like more, and a wider range of, visitors to visit. Target audiences include:

- The United Synagogue's 40,000 members across all age groups including families and young people (via Tribe youth movement)
- Primary and secondary schools across north west, north and west London;
- Other organisations offering volunteering and learning provision in Brent to all ages and abilities;
- The ethnically and economically diverse local communities on the cemetery's doorstep in the London Borough of Brent.
- National and international tourists.

Activities are likely to include:

- Schools programmes
- Informal learning and community engagement for all ages and abilities led by professionals and volunteers
- To involve volunteers in as much future activity as possible, from genealogy and historical research, archiving, cataloguing, photography, to horticulture, grounds maintenance, conservation practice, guiding and customer service
- Training apprenticeships, partnerships and internships
- Outreach activities to take the stories and the significance of the place into the wider community.

Sample Narrative Threads

- The story of Jews in Britain since the mid-late Victorian era

- The cemetery's own history
- How Jews live and how we treat death
- Questions of being a minority and British
- Jews' contribution to Britain
- The lives and achievements of individuals buried at Willesden Cemetery.

Content could also cover genealogy and family history; art and architecture; the Victorian and Edwardian eras, nature and environment.

We wish to explore the opportunities for interpretation in formats to include:

- Indoor and outdoor interpretation of the buildings, graves and memorials and landscape using physical display panels/digital/interactives
- Exhibitions and trails connecting graves and memorials, objects, archive materials, art works and garden planting into themes, stories and discussion points
- Tours led by professional or volunteer guides and self-guided tours that use hand-held digital, smartphone or audio technology
- A website and guidebook
- Digital projection and other digital technologies, or RFID or QR coding of graves, GIS mapping or even augmented reality.

BACKGROUND

Willesden Cemetery, at Beaconsfield Road, London NW10 2JE, presents a near 150-year encyclopaedia of Anglo-Jewry, the first significant ethnic and religious minority to settle in Britain in modern times. The roll call of Jews buried at Willesden United Synagogue cemetery since the Victorian and Edwardian eras mirrors the “great and good” of many fields – from finance to commerce, politics, charity, science, medicine, the law and the military to the arts. British Chief Rabbis and many other notable Jewish scholars and teachers were laid to rest there.

The cemetery opened in 1873, soon after the founding of the United Synagogue, when the land was purchased from All Souls College, Oxford. The architect was Nathan Solomon Joseph.

Sharing boundaries with Willesden Cemetery are Willesden New Cemetery, which opened in 1891, Roundwood Park (1895) and a separate Liberal Judaism Jewish cemetery.

The United Synagogue has identified memorials to several hundred notable figures from the first burial to the 21st century. The place hints at individual stories of changing fortunes, inventions and good deeds as well as misadventures. Once the cemetery of Victorian High Society, over time the place has acquired resonances of shifting degrees of religious affiliation and Britishness, as well as different ideas of Jews' emancipation, equality, acceptance and separation in this country.

Extended several times to accommodate a growing Jewish middle class as the population spread from the East End and West End into suburban northwest London, the site now covers 21 acres. In the 1970s Willesden declined as a Jewish area, a position that only changed 10 years ago with an influx of young families to Brondesbury Park nearby.

The 25 or so burials a year that still take place there, while very often of prominent figures in British and Jewish society, are among families with plots reserved long ago.

Willesden Cemetery is therefore essentially “closed” in the sense of its original use and its glory has long since faded.

Today Willesden Cemetery sits in an industrial and residential area of the London Borough of Brent, inaccessible on foot from Roundwood Park that borders it at the back and away from main roads or shopping or leisure areas. Its brown brick wall facing Willesden bus depot quietly dominates the immediate landscape and social housing looms over its perimeter. The cemetery is disconnected from its neighbours, local residents and businesses.

The cemetery and its monuments have no listing or designation, either nationally or locally. It may be considered a Jewish version of the “Magnificent Seven” 19th century London cemeteries, but it is highly distinctive in its Jewish ritual and practice.

Since the Middle Ages Jews’ cemeteries were known as “Houses of Life”, or Jews’ Gardens, sanctified spaces deliberately set at a distance from the Jewish community, and visited more seldom by surviving relatives as the years passed. In the 21st century, Willesden Cemetery is largely unknown beyond the families of those buried there.

Going Forward

The United Synagogue wishes to conserve the site for the appreciation and inspiration of future generations and new audiences. The meanings of what there is to see and experience at Willesden Cemetery are by no means obvious or explicit; its history, purpose and what has happened over time needs interpretation.

Many of the graves are in disrepair and require various forms of conservation. The fabric of the buildings needs attention. The site can be made safer for public access and the landscaping and planting enhanced. Judicious management and maintenance is needed to sustain its new purpose, protect its environment and keep it financially viable in future.

A “House of Life”

Our vision is that this project should enable a future for the cemetery that:

- Conserves it for future generations
- Engages new audiences with its heritage and significantly increases visitor numbers
- Revives some of its “lost glory” and unique character
- Promotes cultural understanding and engages with a diverse range of communities through active learning opportunities
- Connects Jews and others with the living culture of Judaism in Britain
- Explains the distinctiveness of Jewish tradition in life and death, which makes the cemetery a sacred peaceful place
- Creates a space for reflection and remembrance
- Connects the lives of individuals and families with the life of communities - Jewish present with British Jewish past

- Brings alive the stories of figures of note as well as ordinary people and ‘hidden’ histories, making Willesden the go-to place to interact with them.

In our thinking to date, we have imagined the future life of the cemetery unfolding along these lines:

In 5 years’ time

- Burials continue
- First tranche of graves and memorials conserved/made safe/interpreted
- Buildings adapted for new use as learning and visitor centres
- Landscaping and horticulture enhanced
- Possible listing or designation of buildings or monuments of significance
- Active programme of formal and informal learning opportunities
- Tours led by guides/self-guided/digital
- Exhibitions and events
- Partnerships with schools and local community organisations
- Friends’ Group established, volunteering in action
- Growing re-connections with families of the buried and interest groups
- Marketing and PR puts Willesden Cemetery on the map
- First five-year full site check for ongoing maintenance and conservation needs.

In 10 years’ time

- Essential immediate conservation of graves and memorials complete, resulting in a site that is accessible and aesthetically, historically and religiously meaningful
- Known as a local, national, international centre for learning about British Jewish heritage
- Greater prospect for its future as a heritage site
- Dynamic and well attended formal and informal learning opportunities, guided and self-guided tours
- Anti-social behaviour/vandalism rarely seen
- Ongoing collection, conservation and curating of histories, archive material and objects
- Sustained volunteering
- Local, national and international partnerships
- Management and maintenance by the United Synagogue, families and volunteers
- Second five-year full site check for ongoing maintenance and conservation needs

In 50 years’ time

- No more burials
- The use of the site for funerals is in the past but the buildings are not relics; they have transformed into new community uses including a meeting-point and hub of learning, debate and dialogue
- The grounds are a green space of history in the suburbs, used by a wide range of communities for recreation and education
- Wildlife and planting are flourishing in a landscape that continues to be accessible and well maintained for visitors
- Graves are maintained in a state that is safe for visiting

- The heritage of the place, the British Jewish community and the individual life stories latent in the graves is well preserved and maintained through on-site interpretation and accessible digital and other archives.
- Well known as a local, national and international centre for learning about British Jewish heritage
- The surrounding neighbourhood has changed almost beyond recognition but relations between Willesden Cemetery, its volunteers and visitors and its neighbours is better than ever.

INTERPRETATION PLANNING BRIEF

The United Synagogue does not have the resources itself to sift and develop the many heritage stories latent in the cemetery, nor to specify accessible interpretive formats that are cost-effective and reflect best practice in heritage interpretation.

An Interpretation Consultant is required to help the United Synagogue develop concepts and selected narratives and stories that will form the core of trails, tours and exhibitions in physical, digital and live formats.

Support is sought to work towards, and write, a comprehensive and detailed Interpretation Plan for the United Synagogue's Round 2 submission that fully complies with current HLF Interpretation Plan guidelines.

The consultant will identify stories and narrative threads, develop and cost interpretive approaches, create illustrative samples and produce the Interpretation Plan.

Project Team

The consultant will work with internal stakeholders including United Synagogue Heritage, United Synagogue Living and Learning, and the United Synagogue Burial Society.

The United Synagogue client team on this project consists of:

Hester Abrams, Project Development Manager, Willesden Cemetery. She is the project leader and senior day to day client contact for the development of the scheme, responsible for managing the delivery of the project plans to HLF Stage

Alexander Goldberg, United Synagogue Heritage Chief. He is responsible for heritage projects across the United Synagogue including the strategic framework for the Willesden Cemetery Heritage Project.

Melanie Diamond, Heritage Executive, Willesden Cemetery. She is a part-time administrator supporting team communications and the practical administration of the development phase.

Oversight for the Willesden Cemetery Heritage Project is afforded by the United Synagogue Heritage Committee, set up in 2015 and chaired by United Synagogue Trustee and Treasurer Brian Markeson. The group meets quarterly and consists of representatives of the Communities Division including Divisional Director David Kaplan, heads and key managers of the Heritage, Burials and Property departments; and representatives of

synagogues with significant heritage assets or ongoing heritage projects. Chief Executive Steven Wilson is also invited to attend.

The United Synagogue is separately recruiting other consultants to help it develop other elements of the Round 2 bid. A consultancy team of Conservation Architect and Landscape Architect is being hired to plan the conservation of the site and design a scheme to RIBA Stage 3. They will work with the United Synagogue to write a Conservation Plan and a Management and Maintenance Plan. Appointment is expected to have taken place by July 2016.

A tender for Activity Planning services has also taken place and is expected to be concluded in the same time frame. An Activity Planner will be tasked with conducting audience research and developing activities for a learning and engagement programme.

In the development phase, the Interpretation Consultant will draw on the work of other consultants and reciprocally contribute to their plans. Landscape architecture will be designed with reference to ideas for outdoor interpretation of the grounds and graves; decisions around the future conservation of gravestones will likely involve some interpretive decisions eg around inscriptions; the Interpretation Plan must follow the findings of audience research that will be commissioned to support the Activity Plan.

The Interpretation Consultant is expected to make an allowance of time for discussions with other consultants and where necessary, to plan and deliver audience and stakeholder consultations with them during the development phase to test evolving concepts, ideas and execution.

The Interpretation Consultant will be expected to contribute to the areas of the 10-year Management and Maintenance Plan that cover future management and maintenance of interpretive materials, exhibits and digital assets.

The consultants will be expected to present interim plans to the United Synagogue Heritage Committee during the development phase. Completed plans will have to be approved by the committee before being submitted to the United Synagogue Board of Trustees. The Trustees have final approval of the Round 2 HLF application before it is submitted to HLF by September 2017.

The United Synagogue will call on the advice of other experts, including in security and Jewish law and practice, to inform the development. The United Synagogue commits to supporting the Interpretation Consultant in their understanding of religious and culturally specific values, history and activities.

Over the coming year the United Synagogue will start to recruit volunteers, a large part of whose brief will be to research stories of the people buried at Willesden. The material they uncover will serve, if not also form part of, the interpretation.

If the United Synagogue is successful in its Round 2 submission to HLF and the project continues to the delivery phase, the work developed in the course of the consultancy in the development phase will be continued from 2018 by a staff Activity Coordinator and a consultant Exhibition Designer.

THE INTERPRETATION PLAN

The Interpretation Plan must detail and cost proposals for how Willesden Cemetery will engage key target audiences with its interpretative and exhibition content in appropriate and accessible ways.

The plan will propose the key messages, behavioural and intellectual outcomes, communication methods and media as well as legacy for each part of the interpretation. Choices and conclusions must be supported by a robust and well-supported case based on research and data. The plan will cover intellectual and other accessibility issues, outline training requirements for volunteers and staff and give detailed costs for each element.

The Interpretation Plan must dovetail with the Activity Plan, Conservation Plan and Management and Maintenance Plan, and play its part in setting the project on course for success including in the key objective of meeting HLF outcomes for Heritage, People and Communities.

In ensuring that the Interpretation Plan meets HLF requirements the consultant should take account of HLF Heritage Grant guidance including its Good Practice Interpretation Guidance, Evaluation guidance, and 'Using digital technology in heritage projects'.

Experiential aims

We want visitors to connect and engage with the specific Jewish heritage at Willesden Cemetery and to leave with a sense of discovery and greater understanding of Jewish life, custom and people and of the heritage, geography, history and landscape of this part of London.

Depending on the activity we would also like Willesden to provide visitors with opportunities to develop skills, to give of their time and expertise, come together with others of different backgrounds, to share common understanding and exchange views in an environment of honour and mutual respect.

Themes, topics, media and materials

We want to reveal and champion the most compelling of the many stories and discussion topics latent in Willesden Cemetery and make it the go-to place to connect with them. These stories will take their cues from the lives of the interred and the many fields a great number of them pursued to excellence.

At least six themes are apparent. Individual graves could be linked together in trails/guided tours under headings such as:

- Scholarship
- Science, Technology and Medicine
- Politics and Public Service
- Business
- Philanthropy and Communal Giving
- Art, Literature and Film

A selected list of the notable people buried in the cemetery was included in the Round 1 Application to HLF, a copy of which is available in the documentation for this tender.

Since the start of the development phase the project development team has uncovered further individual stories and features of the cemetery including those of women, previously little known or hidden histories, connections to world literature and art and to sensational Victorian court cases.

The **buildings** have potential to be used as space for exhibits. We imagine interpretation taking the form of explanation of the buildings and the site themselves and their ceremonial/sacred use (particularly the Prayer Hall and Mortuary) and commentary and context given to the objects on the walls eg prayer panels and war memorials. These spaces might also be used to display other collections and the architects' designs will envision how the Cohanin Room can be converted into a classroom or dedicated learning space and exhibits be set up in the Lodge.

A visit to the cemetery now can be a confusing experience. But the **outdoors** provides multiple opportunities to guide the visitor. Walking through the site, from the entrance to the first building, the first graves, on to the main ceremonial buildings, through the Victorian heart of the cemetery, and up a slight gradient into the 20th century extension, is a progress of shifting vistas and the revelation of layers of insight.

Interpretation in the site itself should focus on simplifying the mass of content and visual material that strikes you and should be chosen from options including:

- Clear, visually arresting way-finding, maps in a uniform style that identify grave sections, rows and plots and enable visitors to understand at any single spot where they are standing in relation to the rest of the site and its surroundings
- Identification and marking of key routes and walking trails linked by theme which highlight notable figures
- General interpretation of the site by means of signs, artwork, planting or other integrated materials that spotlight the significance, sacred nature and special atmosphere of the place as a whole
- Individual interpretation of key graves and memorials that
 - Showcase stories of the deceased
 - Highlight features of a memorial including unusual design or materials or information about the designer
 - War graves in War Graves Commission plots and elsewhere
 - Family enclosures including the former Rothschild/Rosebery Mausoleum
 - Traces of the site's own history eg WW2 bomb damage
 - Childrens' graves
- Explanation of planting including in any newly planted areas such as Biblical planting or any landscaping scheme which revives a previously extant Jews' Garden (*'Hortus Iudaeorum'*).

- Digital information, film, audio including via a website and available through media such as audio guides, QR codes on graves, site-specific wi-fi that launches content on your smartphone, pop-up projection

Constraints and challenges

Specific proposals and concepts will be constrained not only by budget and Jewish custom and practice in the consecrated space of a graveyard but also by the need for materials and mechanisms to be maintained over time by a very small staff team and increasingly by volunteers.

The cemetery is still to be used for funerals for some decades to come. It must be possible to move, take down or switch off any interpretive materials inside the prayer hall and portico and along any route where a funeral group might move, for the duration of the proceedings.

There are simply too many stories to cover. How do we select the most appropriate stories from among 26,000 graves with 700 notable names? What programme should we seek to establish going forward to introduce more stories progressively over time? What should be highlighted first, even during the development phase, and which pilot concepts should be tested with target audiences in readiness for the Round 2 Submission?

What is an appropriate scale of intervention in the site? How much interpretation, signage, explanation is necessary?

We must also consider possible intellectual barriers to the site: how might we make it accessible to visitors with different learning styles and needs?

Collections and archives: There are no extant objects at Willesden cemetery for display apart from what is currently fixed to buildings or the ground. We have uncovered some historic archives relating to the cemetery and may be able to use objects from the Burial Society or access archives of families or related collections eg on loan from galleries or museums.

The United Synagogue has various centrally held collections currently undergoing appraisal, cataloguing and/or digitisation. For the cemetery, we have maps and property documents. Other collections include Judaica, burial records, marriage records and foundation stones and memorial boards from now closed synagogues.

A further consideration in selecting an approach to interpretation is management aspects including potential training requirements for staff and volunteers in guiding and story-telling, ticketing, front of house and maintenance.

Challenges of the intellectual material

We want to introduce diverse audiences to our heritage and encourage understanding. The place provides a starting point for conversations, a place into which we are inviting people of different backgrounds.

Willesden Cemetery tells an overall story of emancipation, liberal ideas, the settling and acceptance or otherwise of minorities in Britain and Jews' contribution to all aspects of

society; we know these concepts have great topical relevance to many communities and are keen to explore ways in which people can be invited to connect with the cemetery's heritage through the relevance of these themes to their own experience.

Having said that, we are perhaps more comfortable with the idea of sharing "particular" Jewish and British-Jewish experiences and evidence, the changing life and specific mores of the community and its times, rather than trying to create "universal" stories and themes from the life stories of the people buried in the cemetery.

We are also mindful of the changing self-presentation of Jews in Britain, and their evolving historiography, over time. The way we look at our history in the Victorian and Edwardian era, indeed through two world wars, not to mention views of Jewish identity, continue to change even in the present. Some of the figures responsible for those narratives are themselves buried in the cemetery eg the creator of the 1887 Anglo-Jewish Historical Exhibition at the Albert Hall and the author of the 1922 British Jewry Book of Honour which listed every Jew who served in the British forces in World War One.

Many of the names of the people and families buried at Willesden have started to fade from view. Older generations, influenced by writers such as Cecil Roth and Chaim Bermant, may recognise the names of intermarried families known at one time as "The Cousinhood" - the Samuels, Waley Cohens, Montefiores, Rothschilds inter alia, but younger people will not have heard of them. The cemetery provides an opportunity to revisit these figures in their particular contexts and to present the changing historical views of them at the same time.

We need to find an approach to exploring and sharing British Jewish history that resonates with contemporary discussion, is acceptable to the United Synagogue and provides fertile ground for discussion and encounter among Jews and between different communities.

Templeton Prize Winner and former Chief Rabbi Jonathan Sacks spoke in May 2016 of the confusion of history and memory: "History is an answer to the question, 'What happened?' Memory is an answer to the question, 'Who am I? History is about facts, memory is about identity. History is his-story. It happened to someone else, not me. Memory is my story, the past that made me who I am, of whose legacy I am the guardian for the sake of generations yet to come. Without memory, there is no identity. And without identity, we are mere dust on the surface of infinity."

The narratives we wish to explore are in themselves challenging. These include questions of identity and memory, anti-semitism, attitudes to immigration and minorities, wealth and success, assimilation (many of the descendants of those buried at the cemetery are not Jewish), questions of identity and memory.

We know of few places where death is discussed except at a time of loss. The cemetery will be a place to explore the significance and place of death in the Jewish religion; How Jews deal practically with death and the rituals of Jewish burial and mourning; how the people buried here in the past wanted to be remembered in death.

INTERPRETATION PLANNING SERVICES

1. Review Interpretive Resources

Review the themes and stories in the cemetery as well as United Synagogue collections and archives to fully understand and summarise the opportunities for interpretation for use with key target audiences.

The project team will share starting material including brief profiles of some of the key interred but further independent desk and library research will be required as well as potentially visits to other museums and collections and consultation with other curators, archivists and academics.

2. Understand the site, buildings and landscape

Develop a clear understanding of the cemetery site to include proposed building adaptation for visitor centre and exhibition space as well as outdoor interpretation opportunities.

Work creatively with the US team and architectural design team and Activity Planner to understand the constraints and opportunities of the project and site, and influence the modifications to the buildings and its surroundings as appropriate.

Work with the landscape and conservation architects on approaches to whole site interpretation, visitor routes, identifying key graves or viewpoints or spots to stand where multiple points of interest can be seen.

During this process, communicate to the Design Team the needs of interpretation particularly in terms of finishes, power and data supply, heating, visitor flow and digital requirements. These will be developed further in the delivery phase.

3. Work with Activity Planning and ensure Interpretation fits target audiences

The Activity Planner will identify opportunities for increased activities with specific target audiences; the Interpretation Planner is to develop an interpretative infrastructure to support these activities and respond to the same audiences.

Develop a clear understanding of the current and potential audiences for Willesden Cemetery in conjunction with the Activity Planner, including by feeding into and attending a range of audience development activities from consultation events to community outreach.

4. Consultation and Research

Dovetail the evolving ideas and designs for interpretation with audience research and consultation that will be managed by the Activity Planner. We would expect the following people and target audience groups to be included in consultation for the interpretation ideas and plan:

- The Project Development Team
- US Burial Society
- US Heritage Committee
- Communities Division with key staff of Living and Learning and Tribe Youth
- Sample synagogue members
- Families who currently visit the cemetery and those who don't

- Heads, teachers and students of schools
- Adult learners
- Volunteers
- Local residents, businesses and community groups
- New, diverse and/or hard to reach audiences and community representatives

5. Agree interpretive approaches and guiding principles

Develop options and budgets for interpretive approaches to storytelling including concepts and media. Agree these with the Project Development Team and, through them, with the wider United Synagogue stakeholder group.

Work through the project's constraints to establish the scale of interpretation, the fusion of interpretation into the buildings and landscape, and priorities.

Clearly set out a programme of work with phased timings for introducing the first narratives, themes, stories and interpretive media and building on these as the project develops.

Indicate what will be created during the development phase, with objectives for the amount and scope of stories to be accessible at the 2020 project opening via which media/ formats, and objectives for any future developments of the Willesden Cemetery Heritage Project beyond that time.

Build flexibility into interpretive concepts, especially taking into account the ongoing use of the cemetery for funerals and burials in coming years/decades and changing audience needs.

Consider how interpretation can be refreshed to reflect changing discoveries and changing responses of visitors over time. We want people to visit repeatedly, so must consider a continuous future programme of interpretation and learning opportunities.

6. Review future resource requirements

Look at the resources that will be available to the United Synagogue to deliver access, learning and activities into the future, including via a possible future volunteer cadre, to ensure that interpretation is set at a scale and level of sustainability that can be managed and fits with operational needs and constraints including the current use of the cemetery for ongoing burials.

Feed into the operational planning aspects of the Round 2 Management and Maintenance Plan, working through the project leader.

7. Report and meet regularly

Allow for close liaison with the Project Development Team and US stakeholders, including monthly meetings with the Project Manager, design team and Activity Planner and attendance at community consultations and HLF Formal Review at RIBA Stage 2 in March 2017.

Liaise with the architects to agree mechanical and electrical requirements of interpretation that will impact on the design of any refurbishment to buildings and landscape development.

8. Produce detailed sample concepts and designs with broad costing

Produce detailed concept plans and visuals to describe the main areas and methods of interpretation that will help potential audiences and HLF understand what future display and exhibition work will look, sound and feel like. These should be as detailed and realistic as possible.

Mock up detailed examples to illustrate the approach based on the first founding stories, using mood boards and colour and finishes boards, and/or digital examples.

Hold one or more workshops to discuss the sample approaches, to agree and finalise guiding principles for how information is presented, objects are displayed and how visitors engage with stories.

Provide a broad brush costing for a full interpretation programme extrapolated from these samples.

9. Prepare for HLF Formal Review

For the HLF Formal Review in March 2017 produce a scheme with visualisations of the interpretive proposals in as much detail as possible including possibly running elevations and perspective visuals and details of interactive or digital media.

Provide detailed capital and maintenance costs and a detailed construction and implementation programme, all to RIBA Stage 2 equivalent, for review and discussion with HLF.

Then, if HLF approval is given to proceed to RIBA Stage 3, in order to complete plans for a Round 2 Submission, revisit the design proposals as appropriate, taking into account HLF feedback and requirements and further stakeholder and audience consultation. Include revised budgets and costings accordingly.

10. Produce Interpretation Plan

Write and complete RIBA Stage 3 equivalent detailed HLF Interpretation Plan for the United Synagogue's Round 2 submission with a full rationale of the interpretive proposals together with plans, visuals, specification, programme and detailed costings, with appendices documenting the research and consultation process that led to the proposals, in line with HLF requirements.

Submission of the Interpretation Plan

The hard copy reports should be A4 documents with photographs and illustrations set in the text. The document should be presented in accessible language for a non-specialist reader so the information can be copied directly into the activity plan. 2 hard copies should be submitted along with an electronic version of the plan on a CD or via an online cloud service like Dropbox. Deadline for final submission is September.

Intellectual Property

Intellectual Property Rights including copyright in the Interpretation Plan and any designs and concepts produced as part of this consultancy will be assigned free of charge to and remain with the United Synagogue which will retain the right to reproduce and distribute the reports as necessary to support the project and its work generally.

PROJECT TIMETABLE

The work of the Interpretation Plan consultancy will last from summer 2016 to early autumn 2017.

The Interpretation Plan will be reviewed at intervals with the project leader, and by the United Synagogue Heritage Committee in late 2016/early 2017.

An interim Interpretation Plan must be presented to HLF at a Formal Review of the Willesden Cemetery Heritage Project development plans in March 2017.

It will then be finalised, in close consultation with the project leader, with all details completed as per HLF guidelines for the Round 2 submission by Sept 2017.

Should the project be successful at Round 2, a consultant Exhibition Designer will be recruited who will take the interpretation work forward to Design and Build in the delivery phase.

| Development Phase | Oct 2015 to Sept 2017 |
|--|------------------------------|
| Project Development Manager recruited | Jan 2016 |
| Heritage Executive recruited | Jan 2016 |
| Activity Planner starts work | July 2016 |
| Conservation consultants appointed | July 2016 |
| Initial concepts and design proposals | July-Dec 2016 |
| Interpretation consultant starts work | Aug-Sept 2016 |
| Initial stakeholder/community consultation event | Sept 2016 |
| Community consultation including RIBA Stage 2 architecture, landscaping and interpretation proposals | Jan 2017 |
| Draft plans to US Heritage group | Dec 16-Jan 2017 |
| HLF Formal Review | March 2017 |
| “Consensus check” community/public consultation | June-July 2017 |
| Heritage Lottery Fund Stage 2 application | Sept 2017 |
| Heritage Lottery Fund grant decision | Dec 2017/Jan 2018 |
| Delivery Phase | Jan 2018 to Dec 2020 |

CONSULTANCY FEE AND INTERPRETATION BUDGET

All figures include VAT.

Professional fees

Development Phase professional fees for Interpretation Consultant: circa £19,000

Payments will be made on completion of milestones.

Capital works

Indicative delivery phase budget for all capital works for the Willesden Cemetery Heritage Project: circa £900,000

Budget for delivery phase costs relating to interpretation equipment, materials and digital interpretation (not including professional fees): circa £70,000

GENERAL INFORMATION FOR TENDERERS

The United Synagogue seeks competitive tenders from appropriately experienced and resourced consultants to meet the requirements explained in “Interpretation Consultancy Brief” starting on page 8 above and to carry out the tasks outlined in “Interpretation Planning Services” outlined from page 14.

Late or incomplete tender responses will not be accepted.

The United Synagogue will not be liable for any costs incurred in the preparation of bids.

The United Synagogue reserves the right to change the timing or any other aspect of the procurement, or to cancel it at any stage or not to proceed for any reason without prior notice. If there is any need to change any aspect of the Invitation to Tender, bidders who have confirmed interest in taking part in the tender will be informed by email.

The United Synagogue reserves the right not to accept any offer or offers that it may receive in relation to this procurement. It does not bind itself to accept the lowest priced or any tender.

Tender Documents

Documents for this tender comprise this Invitation to Tender and one supporting document, the United Synagogue’s Round 1 HLF Application.

For your further information you may access images of Willesden Cemetery on the [US Heritage pages](#) of the United Synagogue website -

1. General views and individual graves (<http://www.theus.org.uk/article/photos-willesden-cemetery>)
2. Adobe Slate [Presentation](#) about Willesden Cemetery autumn 2015 (<https://slate.adobe.com/cp/ouwMT/>)

Tenderers are also recommended to look at the US Friends of Willesden Cemetery facebook page [@USWillesdenCemeteryFriends](#)

Tender Timetable (all dates 2016)

| | |
|--|------------------------------|
| Tender opens | Monday 4 July |
| Deadline for expressing interest in tendering | Monday 11 July, 4 pm |
| Questions of clarification deadline | Wednesday 13 July, 12 noon |
| Clarifications issued | Friday 15 July |
| Tender closes | Tuesday 26 July, 5 pm |
| Evaluation period ends | Friday 29 July |
| Shortlist Interviews | Wednesday 3 August, a.m. |
| | Thursday 4 August, a.m. |
| Appointment | By Monday 15 August |

Expressions of Interest and Queries

Consultants interested in tendering are requested to **confirm their interest to the United Synagogue by Monday 11 July, 4 pm**. This will enable any questions raised by bidders to be shared with all bidders, for the sake of transparency and fairness.

Confirmations of interest in this tender should be marked “Interpretation Consultant Tender - **Confirmation of Interest**” in the subject line and emailed to Hester Abrams, Project Development Manager, heritageadmin@theus.org.uk

Queries or requests for clarification should be asked as soon as possible and by **Wednesday 13 July** at 12 noon, at the latest, otherwise a reply cannot be guaranteed.

Queries and requests for clarification should be marked “Interpretation Consultant Tender - **Request for Clarification**” in the subject line and emailed to Hester Abrams, Project Development Manager, heritageadmin@theus.org.uk

Site visits

Willesden Cemetery is open to the public most weekdays providing access to the grounds but not to buildings. Bidders are welcome to make unaccompanied site visits during the tender period. Summer opening hours are Sunday to Thursday 8 am to 5 pm, Friday until 4 pm. The cemetery is closed on Saturdays.

SUBMITTING A TENDER

Tender responses should be sent to the United Synagogue by Tuesday, 26 July 2016 at 5 pm. They should be emailed to heritageadmin@theus.org.uk clearly labelled with “Interpretation Consultancy Tender - **Response**” in the subject line.

Tender responses should not exceed 15 A4 pages and must include the following.

A. Your details:

An introduction to yourself or your organisation. Contact details of team members, clearly identifying who will be the day to day main contact for the client project leader.

B. Proposal to meet the brief:

1. How you will meet the requirements and provide the services

How you propose to meet the brief and requirements set out above on pages 8-16 of this document.

This should include a response to the aims, themes, challenges and constraints of the brief and set out a project methodology with risk management considerations, as well as an outline programme with milestones for meeting the project timetable.
(Up to 5 A4 pages.)

2. How you will resource the work

The proposed team structure with CVs for key team individual(s).

Details of any subcontractors, additional services or specialist advice you would call upon, the proposed portion of work they would carry out, with costs and a summary of how you would manage them.

A description of your approach to multi-disciplinary team working, supported by 2-3 examples from past work (on two A4 pages maximum.)

This should include a description of how you will manage the work to ensure proper liaison with the project leader and United Synagogue stakeholders, and with other consultants, and how you will ensure the Interpretation Plan work is coordinated with the development of other plans for the United Synagogue's Round 2 submission.

3. Evidence of successful delivery of Heritage Interpretation Plans

Provide evidence of previous and current expertise in and experience of producing successful Heritage Interpretation Plans and of HLF Round 2 Interpretation Planning, if applicable.

Include three examples of HLF Interpretation Plans (or similar) that contributed to the award of Round 2 (or similar) grants, showing how your input contributed to their success. One example should be from a project of a similar environment and scale to this.

(Up to two A4 pages each.)

C. Budget Proposal

Make a fee offer with breakdown of costs according to programme and milestones, giving team members' daily rates and all expenses including travel.

For the avoidance of doubt the budget proposal should include the cost of producing all materials required for visualisations of concepts and proposals as well as other expenses for audience and stakeholder consultation, travel and subsistence.

D. Supporting documents

1. Client references from two relevant projects.

2. Evidence of Professional Indemnity Cover.

Bidders may submit visual material in addition to the 15 pages maximum of tender submission, via email, or if in large files, by emailing a link to a file sharing app such as WeTransfer.

EVALUATION, SCORING AND SHORTLISTING

Tenders will be assessed as follows:

| | |
|--|-----------|
| Quality of the proposal to meet the brief including resourcing, multi-disciplinary team-working and evidence of successful delivery of HLF or similar Interpretation Plans | 70 points |
| Budget proposal | 30 points |

Scoring

The maximum score that can be awarded to any tender is 100 points. Responses to each part of the submission will be scored proportionately on the above basis.

The budget proposal (30 points) will be evaluated on the following basis:

$$\frac{(\text{lowest priced compliant tender}) \times 100}{(\text{tender submitted by bidder})} = \text{price score}$$

The United Synagogue reserves the right to reject any tender which it considers to be abnormally low or unsustainable.

Shortlisting

Following an assessment of tenders, a shortlist of candidates will be drawn up and up to four consultants with the highest scoring tenders will be invited to interview. The evaluation team will also review the shortlist interviews as part of the overall assessment process.

Interviews will be held at the United Synagogue Head Office at 305 Ballard's Lane, London N12 8GB on the mornings of Wednesday 3 August and Thursday 4 August 2016.

INVITATION TO TENDER ENDS