The Leach Pottery Interpretive Design Clarifications

Please look at plans on our website under FUTURE PLANS as indicated on the Contracts Finder portal.

There is the architect’s heritage, design and access statement under the planning heading for your further info courtesy Dow Jones Architects Ltd and layout plans

NOTE: This is a two-phase project encompassing the whole site:

Phase 1 new build construction and handover runs until November 2025

Phase 2 renovation, construction and handover runs until September 2026

<https://www.leachpottery.com/leach-pottery-development>

<https://www.leachpottery.com/planning-applications>

NOTE: Visitor Flow drawings below this table issued by Dow Jones Architects Ltd

NOTE: Please contact Ellie King if you require a copy of the summary interpretation plan – see clarifications below [ellie.king1995@outlook.com](mailto:ellie.king1995@outlook.com)

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| Question | Answer | Date Published |
| Can the interpretation plan be shared? | The interpretation plan is currently being worked on by the Interpretation Lead and the Leach Pottery team. The aims and objectives for the interpretation have been detailed in the tender, and the team is currently identifying more detailed content, narratives, and key objects. We expect a fully developed interpretation plan to be in place by the time the design team is appointed, in order to complete the RIBA 3 interpretation framework and provide new design concepts based on the developed interpretation plan. | 17 March 25 |
| Q about the previous interp work that has happened/whether the previous company will be working on this contract | The Leach Pottery has previously worked with an Interpretive Design consultancy to develop a RIBA 3 Interpretation Framework required for the NLHF Round 2 submission. This work was a discrete contract. With permission to start granted from NLHF, The Leach Pottery appointed an Interpretation specialist to bring the content and interpretation development in-house. This tender is therefore to bring on board a design team to realise the vision of the newly evolved interpretation plan with the in-house team, complete a RIBA 3 framework, and then develop design from RIBA stages 4 to 7 to delivery working collaboratively with the Interpretation Lead. | 17 March 25 |
| How much involvement is the design team expected to have in the development of the interpretation plan? Would the designer be responsible for delivering the interpretation plan, working with your team and interpretation lead to develop the overarching exhibition structure, key messages, narratives audience outcomes, methods of engagement etc. or do you see our role as supporting your own interpretation team. | The interpretation plan will primarily be developed by the in-house Leach team, who will be responsible for content, objects, key messages, narratives, and text. We expect the design team to work collaboratively on the visual realisation of this vision, in supporting development of layouts, 3D and 2D design, and any required visual or digital elements. | 17 March 25 |
| Will the design team be expected to deliver text writing? | No, all text will be developed in house. | 17 March 25 |
| What kind of roles do you expect there to be on the successful design team? | We will specifically need design for 2D and 3D spaces, layouts, a graphic designer, and lighting designer. We are also keen to commission audio/visual and other digital interactive elements for the space and are open to including specialists in these area on the team, but this is not essential.  Any subcontractors will need to be declared with the consultant’s/consultancy’s submission; collateral warranties will be required as appropriate. |  |
| On appointment, will additionally documents, such as plans, be provided? | Yes, we will provide full architectural plans RIBA 4, an interpretation framework and plan and you will have access to the design team for any queries. | 17 March 25 |
| Will the designer spec the AV elements? Do you expect to include an AV designer on the design team? Will the design team need to put together AV briefs? | We are keen for the final design to include digital interventions that seamlessly enhance the visitor experience but are not the focus. We are keen to commission AV and digital elements and are open to including specialists in the design team, but this is not essential. The Interpretation Lead and appointed design team will collaborate on developing specifications for the delivery of these elements. | 17 March 25 |
| What picture research/copyright support will you need? | Depending on the design team's proposal, we will need some picture research support and copyright support, especially with regards to pictures required for graphic elements. Similarly, we may need an artist for line drawings - we are all about the handmade. We expect the Interpretation Lead and in house curator team to lead on image research for content elements. | 17 March 25 |
| What level of Professional Indemnity, Public Liability, and Employers Liability insurance is required? As a ballpark we have used the following: (as it may depend on the services you provide). | Employers (Compulsory) Liability £5,000,000 minimum (\*not applicable to sole traders)  Professional Indemnity £2,000,000 minimum  Public Liability £5,000,0000 minimum (for each and every claim)  Public and Products Liability excess layer £5,000,000 as applicable  Please also certify that your organisation has a Health and Safety Policy that complies with current legislative requirements. | 17 March 25 |
| Do you already have substantial information and specifications in place to facilitate tender issue for the build and fit out contractor? | We are currently developing the requirements for the build and delivery of the site. The budget for fit out is £530k, which includes the purchase of GIS specification display cases. Based on NLHF recommendations, we have identified a reasonable budget breakdown for each space. We are keen for the design to reflect the handmade ethos of the organisation, and thus for digital interventions to be seamlessly integrated and/or ‘hidden’ within the site. We also have an indicative budget of the fit out from the development phase RIBA 3 interpretation framework and an outline timeline for delivery to work from. We are keen to collaborate with interpretive designers to develop requirements for the fit-out contractor and other additional elements for delivery. | 17 March 25 |
| Could you clarify what revisions are expected to the RIBA 3 information? | The team are currently working on developing the content elements of the interpretation plan, including aims and objectives, key narratives, and audiences. We expect that by appointment of the interpretive designers, these content elements will be completed, and thus the main requirements to complete RIBA 3 will be the development of concept designs for the main interpretation spaces and elements across site, plus an indicative cost plan and outline programme for the delivery. | 17 March 25 |
| Could you provide details of the existing interpretation plan, and which elements will be retained? | The team is currently developing a revised interpretation plan. The team agreed on the desired aims, objectives, and characteristics of the visitor experience, which are detailed in the design tender. We are also retaining the target audiences for interpretation, which includes families, residents (including young people), and domestic and international tourists. The team is currently developing key ideas, narratives, and objects for each interpretation space on site, which will be completed by appointment of the design team.  A Summary Version of the Interpretation Plan is available on request. Please contact Dr Ellie King our Interpretation Lead: [ellie.king1995@outlook.com](mailto:ellie.king1995@outlook.com) | 17 March 25 |
| In the scope of works, it mentions a requirement for an indicative cost plan. Is this managed by the Leach Pottery team or are you expecting us to have a QS on our team? | You will collaborate with the Interpretation lead to develop an indicative cost plan for RIBA stage 3; the build may require support from a QS /PD and you may want to cite that later in your cost plan depending on your service provision | 20 March |
| The mention of management of H&S aspects – are you expecting us to have a principal designer on our team? | We want to encourage small creative businesses to apply as well as more comprehensive interpretation service providers, so there will be flexibility in how we move forward. | 20 March |
| How far have you got in the development of a graphic identity? Do you have existing brand guidelines and a graphic interpretation concept? | We have an interpretation concept, but it is open for development. The Pottery itself has a graphic identity that will need to harmonise with the design concept. The brand identity needs some tidying up. | 20 March |
| NHLF Round 2 & RIBA Stage 2 design report(s) – The Leach website includes design-related visuals from the previous round, also the clarification mentioned RIBA Stage 3 scope will be a development of the Stage 2 concept design. Please provide the relevant design report(s) to date so we can fully understand the design direction. | The design is open for development; the rooms are not changing and there is a visitor journey dictated by the architecture please see drawing below.  The design direction is open for development in relation to the themes and ideas outlined in the interpretation plan provided and the tender brief. | 20 March |
| Financial assessment method – Will the most economically advantageous tender (lowest price) receive the highest score, or will a ‘mean narrow average’ approach be used (where the bid closest to the average price scores highest)? Please confirm the exact scoring method. | No lowest price will not necessarily = highest score. The tender document explains our approach to scoring. Value for money and appropriate fit are also key to our assessment criteria. | 20 March |
| Required sub-consultants – Confirm which sub-consultants must be included in the fee proposal. We understand that exhibition, graphic, and lighting designers are mandatory. Would you like all bidders to include AVHW, AHSW, supporting interpretation, showcases, interactives, object mount, acoustics, and wayfinding graphics as optional/ additional services separate from the main fee? | We would anticipate you would bring in required expertise for your concept design in relation to lighting and AV. There would sperate contracts for the delivery of all the elements. | 20 March |
| Minimum required site visits – Since expenses must be included in the fixed fee, please confirm the minimum number of site visits the design team is expected to make. This ensures all bidders price fairly and consistently. | Required minimum of 4 visits in anticipation that there will be some oversight of delivery | 20 March |
| Construction phase duration – For RIBA Stage 5, confirm the expected number of weeks the project will be on-site so all bidders can accurately factor in costs for this phase. | A window from handover on 30 July to circa mid-September 2026 is our anticipated fit out time. We will collaborate with the design team to find a deliverable solution. | 20 March |
| Relevant project experience – How many reference projects are required? Do they need to be completed, or can work-in-progress projects be included? Will submissions be substantially marked down if projects are more than three years old? | Minimum of 2 projects that clearly demonstrate ways of working and an affinity to our project vision – but as many as you feel that show direct/relevant experience. Ideally, they are completed but concept designs are also helpful. | 20 March |
| Product Liability Insurance – It’s very unusual for designers/architects to hold Product Liability Insurance, as we do not design products for use or sale. This requirement has been flagged and waived in other public tenders. Can it be waived in this case? | Yes, it can be waived – ‘as applicable’ ie depending on the company | 20 March |
| Design development clarity – Are you as a client team happy with the current design work produced so far, or are you expecting an overhaul or full design review of concept? Understanding this will clarify the scope. | The visitor journey and the room layouts are pretty much set; a design review is required. | 20 March |
| All close out information – the items listed on pg 11 of the brief (under the heading ‘Outputs’) are typically provided by the Contractor or a turn-key team, but not a design team. Can you confirm the owner of these outputs? | We would expect relevant close out information from the designer and the contractor. It will depend on the nature and scope of the appointed design team | 20 March |
| Would you accept a joint proposal? | YES | 25 March |
| Sole practitioners planning to form a team to bid for the project: would you accept a portfolio and references from previous employment and contract works? | YES | 25 March |
| Would you accept it if some of the project credentials are older than 3 years? | Yes, if the experience is relevant to the job in hand but we would expect to see contemporary projects with transferable skills. | 25 March |
| Could touring exhibition projects still touring today be allowed for inclusion in the work examples? | If it is relevant to the brief | 25 March |
| Any subcontractors will need to be declared with the consultant’s/ consultancy’s submission; collateral warranties will be required as appropriate.” — would you be able to clarify which type(s) of subcontractors will be required to provide warranties and what specific terms you may expect? | It will depend how we move forward and whether we are contracting you separately or whether one contractor is subcontracting another.  Terms will apply depending on the company/sole trader or partnership we go with. We just need to mitigate risk and ensure that the subcontractor is tied into to delivery on time and to the quality, timeline and expectations agreed with a lead/principal contractor. | 25 March |
| The outline programme on page 13 of the brief has the tender for build contractor during RIBA 3 design – we have worked this way in the past but more usually would go out to tender with the full detail finalised after RIBA 4. Is there a set view on this or is this something that’s up for discussion? | Yes, up for discussion - time is short | LATE 25 March |
| Is there a page limit or word count limit to the tender? | No but be concise - you are bidding not doing the whole project - and think about the key criteria - enough to show you understand the project why you are the best fit what you think will work best in such an organisation what opportunities will you take working with a pottery with an audience focused/hands on agenda | LATE 25 March |
| Could you confirm whether the intention is for a one-stage or two-stage tender? With RIBA Stage 4 completion in December 2025 following contractor appointment in September 2025, we assume the aim is to have a contractor on board early. | Yes we will need to do this and it could be a 2-stage tender - open for discussion with your expertise/input | 26 March |
| Regarding the commissioning of additional interpretation elements in January 2026 (e.g., display cases, AV, sensory and digital experiences, mount makers), will this be managed by the main contractor, the client team, or a combination of both? | A combination | 26 March |
| The commissioning of display cases in January 2026 allows for a short lead time for procurement, which may necessitate off-the-shelf solutions rather than bespoke showcases. Would it be possible to procure these earlier? | Yep - we want to work with the specialist to get that right - the timetable is up for discussion, but the end date and budget is solid. | 26 March |
| Could you provide an outline architectural programme to help us understand how the fit-out will integrate with the base build works? | Not really more than we have - Handover of Phase 1 is November 2025 Handover of Phase 2 - the historic pottery and shop and entrance/cafe and makespace and exhibition spaces is 30 July 2026 we open in September 2026 -Do look at the website under planning and future plans | 26 March |
| The Scope of Works (p.10) states: "Work with the Interpretation Lead to develop a detailed cost plan for construction." We assume the Quantity Surveyor is part of the client team—could you confirm? | The client team will manage the budget – we we would expect you to cost realistically – ( AS ABOVE with a QS if you require and cost that in) - this is not a huge budget once the cases and lighting design are completed – we can have a QS on board if necessary | 26 March |
| From the total 500 sqm of new space and 837 sqm of refurbished space, could you clarify the square meterage allocated to Interpretive Design spaces? | Look at the online plans - Interpretation spaces are indicated in the brief; There will need to be some cross site wayfinding integrated. | 26 March |
| Will audience consultation be conducted by the client team, or is the Design Team expected to organize this. | We will manage this but in close liaison with you | 26 March |
| Is there a map of the site so we can get an idea of the signage and navigation requirements? | See online [www.leachpottery.com](http://www.leachpottery.com/)  See future plans and Planning etc | 26 March |
| Are we compiling existing brand assets into a new set of brand guidelines or are we looking at refreshing the brand? | See Clarifications we have a strong brand that will need to harmonise with the interpretive approach, but these will need some consolidation and updating I would think | 26 March |
| When*"broad template for digital materials"* is mentioned in connection with the website does this mean a style guide for the whole website? We presume any actual web design / development work is not required. | No Web design is a separate ongoing project - we mean that associative material for the continuity of interpretation across the physical and digital site need to be considered - interpretive mechanisms at points will need to interface with the website | 26 March |
| Can you confirm whether AV software consultancy is included within the fit-out build budget? | AV consultancy is part of the design brief AV production is part of the build - see clarifications we are not looking for whizzy AV but elements that enhance the hands-on experience through sound or visuals to bring the pottery to life as seamlessly as possible or add another layer of interpretive engagement such as QR for better access | 26 March |
| Introductory Museum Exhibition Space size | Size of this space Please see Plans on Website and the Clarifications document. <https://www.leachpottery.com/planning-applications> see here under phase 2 proposed second floor plan G60  At the moment we could guestimate circa 50 objects in here, but we will err on the midrange density of hang | 28 March |
| The Make Space size | Size - please see Plans on website and the Clarifications document.  <https://www.leachpottery.com/planning-applications> see here under phase 2  proposed second floor plan G65  Number TBC BUT display cases and shelves for process based displays or themed displays for visitor inspiration and shelves for works made in the space will be included  Mid-range to dense hang depending and no object list is available | 28 March |
| The Old Pottery size | Please see Plans on Website and the Clarifications document for number of rooms and room sizes.  <https://www.leachpottery.com/planning-applications> see here under phase 2 proposed second floor plan G70-7  Please see images in the heritage design access report and on line  The number and nature of key features or heritage elements (e.g. kilns, fireplace room) also see above |  |
| Cube size | Please see Plans on Website and the Clarifications document for size.  https://www.leachpottery.com/planning-applications see here under phase 2 proposed second floor plan G61b  It is a discovery space will have collections data base access, exhibitions and books maybe but with cases to expand themes from other displays across the site temporary shows in here are 6mnths | 28 March |
| Are there existing brand guidelines or visual assets you can share? | Not at this point - see online for the key brand sensibility we would expect the interpretation/wayfinding project to harmonise and some guidelines to consolidate and update the current brand guide line to help this but this is not a graphic rebranding exercise | 28 March |
| Is there an intention to retain, refresh, or redesign the current logotype (based on the Leach imprint) | Retain and refresh not rebrand | 28 March |
| Should the lighting design fee be included within the proposed £80k budget? | YES | 28 March |
| The interpretation plan feels quite comprehensive for a relatively modest space – is this intended as a long-list to be refined collaboratively as the project develops and the end result being edited down? | YES - THE INTERPREATION WILL ALSO MIGRATE ACROSS THE SITE AS WE DEVELOP THE DESIGNS | 28 March |
| The interpretive devices of The Old Pottery are an interesting aspect of the approach to this space, the AV, projection and soundscapes seem clear enough, would it be possible to clarify the scope / format of the Augmented Reality aspect? This is quite a specialist mode of production that would need to be accounted for in the team so it would be good to know more about this item. | We would only be looking for AV to augment the visitor experience and not a device in itself. We have a hands-on ethos - we are to bring people closing to making - a good but seamless audio installation may bring another texture to the old pottery with voices from the past, but it should not dominate or challenge the space. Archive footage might be cleverly integrated with high spec technology but not be a feature. | 31 March |
| Are you happy to hear / collaborate on other similar approaches to achieve an immersive experience in line with the ethos of the interpretation design instead of an AR headset e.g. using projection mapping and sound in a way that could be more accessible and integrated as part of the space? | AS ABOVE | 31 March |
| Is the content of the videos and soundscapes coming from the collection, curatorial / work internally, or to be commissioned specially and is that a part of this brief? | All of these but probably the former - we have a community oral history project underway too. | 31 March |
| Can we have a plan using the same naming convention of rooms in the brief as drawings from Dow Jones and others differ slightly, for example, we cannont see “The Make Space” labelled in the current plan | See the Contracts Finder Clarifications from the 28th March It is the long room that sits above the historic kiln room cited as Introduction Gallery 02 G65 on the plans. See future plans/ planning applications/ Phase 2 / proposed second floor plans (as stated above) on the website | 31 March |
| Given the provision of basic lighting and cabinetry in the scope for the Interpretation Gallery, are we able to influence finishes that would help disguise lighting and achieve desired effects (drama, joy, etc, lighting hidden within cornices, wall panelling mimicking cabinetry, etc)? | In collaboration with the Interpretation Lead and Director, yes | 31 March |
| Will the tendering contractor be both the singular party who is overseeing the installation of small power, data and lighting, as well as all bespoke cabinetry and displays? Typically, we would assume the former would be allocated to a traditional ‘build’ contractor and the latter a specialist exhibition carpenter, especially when it comes to the matter of mounts, displays, GIS, AV Integration, etc. | You will supply the small power and data plan to the project’s M&E designer who will incorporate it in the RIBA 5 plans | 31 March |
| We are anticipating our involvement during the tender, whether that be selecting tendering parties on a shortlist, contributing questions towards a pre-qualification questionnaire or attending mid-tender interviews. Please confirm if this is your expectation or not necessary | Yep, it will be a collaboration | 31 March |
| Are there any time periods we should be aware of that members of Leach Pottery will be unavailable? Noting the down time of the stated programme within the brief of potentially having float after RIBA 3 Interpretation Signed Off (Mid-June 2025) to completing RIBA 4 (December 2025) and the space closure. | Only the usual tricky periods of school holidays in August, Christmas, etc, and then you will still have access to people |  |
| What is the approach to tendering with this taking place prior to RIBA Stage 04 | See above - This is open to discussion - it could be a two-stage tender we will work with the appointed person / company to get this right | 31 March |
| Whose responsibility will 'checking as-built site dimensions' fall to? | This will be clearly agreed, but we will do it in collaboration with the designer | 31 March |
| What is the scope of the Lighting Designer? Presumably, it is only in relation to the exhibition and cabinetry lighting and not any general spatial lighting? | Ambient / room lighting will be provided by the architect; they will not provide anything relating to set works or cabinets | 31 March |
| Within the 50 objects in the interpretation scope mentioned in previous Q&A, are they all physical objects, or do they include videos, audio, photographs reproduction …etc.? | Additional - it was just a curator's ballpark estimate | 31 March |
| Is there an estimate of how many outdoor interpretation / information panels | Not yet - you will get a sense looking at the layout ? Don’t rule out the garden – and wayfinding should be cross site obvs | 31 March |
| Can you clarify if the “oral history project underway” mentioned in the previous Q&A is the audio guide, or if it is a separate initiative | No, it is a separate community project that collects oral histories from people with lived experience - it will however contribute to the interpretation in a number of ways | 31 March |
| Do you require the AV consultant to provide recommendation towards audio guide hardware or if you maybe reuse existing hardware | We have no audio guide currently and are not really looking to commission one per se – we are about a hands-on experience and engagement – some audio explanations may be fitting as part of the AV design | 31 March |

IMAGES OF PHASE 2 SITE BELOW – more online

A diagram of a house

AI-generated content may be incorrect.

A diagram of a building

AI-generated content may be incorrect.