

Part 2: Specification

Contract Reference: RBGKEW/886

Outreach Learning Services

(This document is for information)

1. INTRODUCTION

RBG Kew is seeking a Supplier to:

* Analyse the current outreach learning offer across RBG Kew
* Evaluate and review the internal and external context and opportunities for outreach learning at RBG Kew
* Develop a credible Outreach Learning Strategy for RBG Kew, aligned with Kew’s mission and values and agreed by relevant stakeholders across RBG Kew

The Supplier will have experience in developing strategies with multiple stakeholders in complex organisations, leading to successful organisational buy-in.

Royal Botanic Gardens, Kew (RBG Kew)

Royal Botanic Gardens, Kew (‘RBG Kew’) is a world-famous centre for botanical and mycological knowledge. With our two inspiring gardens at Kew in west London and Wakehurst in Sussex, we engage with over 1.8 million visitors each year and with millions more people online. RBG Kew staff also work off site and in over 100 countries.

Further information about RBG Kew’s work can be found at [www.kew.org](http://www.kew.org/)

1. LEARNING AT RBG KEW

Kew has a substantial learning offer engaging a wide range of audiences onsite and offsite both locally and nationally. Programmes include:

|  |  |  |
| --- | --- | --- |
|  | **Onsite** | **Offsite** |
| **Kew Gardens** |  |  |
| [Grow Wild](https://www.growwilduk.com/) | * Learning activities during Kew’s Science Festivals | * Distribution of seed and fungus kits * Youth engagement projects * Training workshops * Networking |
| [Formal Learning](https://www.kew.org/learning/community-and-access/community-learning-programmes) | * Taught school sessions for pupils (Key Stage 1 to Key Stage 5) * Pre and post activities for Key Stage 1 to Key Stage 5 * Continuing Professional Development * Initial Teacher Training | * Endeavour – online learning platform for schools |
| [Visitor Learning](https://www.kew.org/learning/community-and-access/community-learning-programmes) | * Early Years and Families – Family Explainers, Little Explorers, Music and Movement, Continuing Professional Development * Youth Programme – Youth Explainers, Youth Forum * Community Learning – knitting nature, poets corner, music and wellbeing, community connectors, come and sing at Kew, shared stories, Continuing Professional Development * Community Horticulture – Make Do and Mend, Horticultural workshops * Discovery and Access – Sensory guided walking tours, British Sign Language tours, Health Walks * Guided tours | * Several programmes are run locally, in for example Community centres and children’s centres. * Due to C-19, most Visitor Learning programmes are running an on-line component for local groups. |
| [Adult Learning](https://www.kew.org/learning/short-courses) | * Range of short courses with trainers with specialist knowledge (eg. Botanical illustration, photography) |  |
| [School of Horticulture](https://www.kew.org/learning/horticultural-training) | Horticultural and botanical education:   * Kew Diploma in Horticulture (three years) * Kew Specialist Certificates in a range of horticultural aspects (one year) * Apprenticeships (two years) * Modular certificates (three months) |  |
| [Science Education](https://www.kew.org/science/training-and-education) | * MSc in Plant and Fungal Taxonomy, Diversity and Conservation * PhD opportunities * Internships * Continuing Professional Development |  |
| **Wakehurst** |  |  |
| [School Programmes](https://www.kew.org/wakehurst/school-visits/browse-sessions) | * Taught school sessions for pupils (Key Stage 1 to Key Stage 5) | * Endeavour – online learning platform for schools |
| [Adult Learning](https://www.kew.org/learning/short-courses) | * Range of short courses with trainers with specialist knowledge (eg. Charcoal making and woodland day, willow weaving day) |  |

In 2018, Kew launched a Schools’ Learning Strategy, providing a road map for the development of the schools’ programme for next five years. The focus is on:

* Delivering a leading-edge schools’ learning proposition
* Integrating science and horticulture agendas, with sustainability and conservation
* Creating a bridge for young students, and inspiring them throughout secondary school, across to careers, or further education, related to science horticulture and conservation
* Widening the reach to young people whose schools do not currently choose to visit Kew
* Providing the means for schools to engage with RBG Kew, outside the physical visit – embracing digital learning
* Strengthening our offer around Continuing Professional Development and Initial Teacher Training to provide a multiplier effect

The Outreach Learning Strategy will need to work alongside the Schools Learning Strategy and take into account:

* Kew Manifesto for Change
* Kew Science Strategy (draft to be published in spring 2021)
* Equality, Diversity and Inclusion Strategy
* Positioning paper on Decolonisation

1. **SCOPE OF THE REQUIREMENTS**

We require a supplier lead the development of a Kew Outreach Learning Strategy, in collaboration with learning staff across RBG Kew to:

3.1 Establish a governance structure in RBGKew with relevant stakeholders to oversee and consult on the development of the Outreach Learning Strategy.

3.2 Analyze RBGKew’s current outreach learning offer and determine the parameters of the strategy.

3.3 Evaluate the environment within which RBGKew outreach learning operates (SWOT and PEST) – locally, nationally, internationally

3.4 Review the outreach learning offer of other cultural institutions and identify best practice

3.5 Identify stakeholders for outreach learning and their needs

3.6 Identify the pedagogical approach to outreach learning

3.7 Identify, analyze and agree strategic options for RBGKew in Outreach Learning, taking into consideration Kew’s unique position.

3.8 Identify the resources required to implement the Outreach Learning Strategy over a five year period.

3.9 Prepare a set of strategy documents to be used internally and present to stakeholders.

1. IMPLEMENTATION PLAN

Below is an overview of the implementation plan. A more detailed plan is to be developed and agreed between theSupplier and RBG Kew.

|  |  |
| --- | --- |
| **Date** | **Service – working in close collaboration with stakeholders** |
| February 2021 | * Familiarisation with Kew’s strategic documents and current outreach learning provision * Determine parameters for strategy. * Establishment of governance structure for delivering the strategy, set up groups and meetings |
| March – May 2021 | * Evaluation of the environment within which RBG Kew outreach learning operates * Review outreach learning offer of other cultural institutions * Identify stakeholders for outreach learning and their needs * Identify pedagogical approach to outreach learning |
| June 2021 | * Identify, analyze and agree the strategic options for RBG Kew in Outreach Learning * Identify the resources required to implement the Outreach Learning Strategy over a five year period |
| July 2021 | * Prepare a set of strategy documents to be used internally * Present the Outreach Learning Strategy to stakeholders (eg. staff and volunteers, Executive Board) |

1. **SERVICE PROVIDER PROFILE**

The Supplier must demonstrate:

5.1 Prior experience of leading and developing strategies with multiple stakeholders in complex organisations, leading to successful organisational buy-in.

5.2 Demonstrable knowledge and/or experience of public engagement/outreach/widening access initiatives.

5.3 Strong project management skills with excellent time management, being able to work to tight deadlines.

5.4 Excellent people skills – ability to quickly build relationships, be persuasive when necessary and know when to defer.

5.5 Effective facilitator with experience of working with teams who have differing views

5.6 Sharp analytical skills – ability to collect and analyse large amount of data and present information at a range of levels.

Outstanding written and verbal communication skills with an ability to deliver clear and concise strategic documents.

Excellent working knowledge of Microsoft Office, in particular Word, Excel and PPT.

1. **STRATEGY MATERIALS – GENERATING CONTENT AND REPORTING**

|  |  |
| --- | --- |
| **Strategy materials to be produced** | **Date of delivery** |
| Project plan | February 2021 |
| Review of current outreach learning at RBGKew | March-May 2021 |
| Review of outreach learning at other cultural institutions. | March-May 2021 |
| Stakeholder analysis of needs/desires in learning with RBGKew | March-May 2021 |
| Rationale for pedagogical approach to outreach learning at RBGKew | March-May 2021 |
| Strategic opportunities for RBG Kew in Outreach Learning and recommendations | June 2021 |
| Resources required to implement five year Outreach Learning Strategy | June 2021 |
| Final Outreach Learning Strategy documents and PPT presentation | July 2021 |

**6.1 Project plan -** to include:

* Contents
* Project goals
* Project scope
* Governance structure
* Milestones and deliverables
* Risks
* Stakeholder management plan
* Indicative timetable

**6.2** **Review of current outreach learning at RBGKew** – to include

* Review and analysis of current programmes
* SWOT and PEST analysis

**6.3** **Review of outreach learning at other cultural institutions** – to include

* online survey form
* Set of interview questions
* Data
* Analysis and opportunities for RBG Kew

**6.4** **Stakeholder analysis of needs/desires in learning** with RBGKew - to include

* Identification of stakeholders for outreach learning
* Analysis of their needs/desires and opportunities for RBG Kew

**6.5** **Rationale for pedagogical approach** - to include

* Analysis of pedagogical approaches that could be used in outreach learning
* Recommendation of approach and rationale

**6.6** **Strategic opportunities for RBG Kew** – to include

* At least five strategic opportunities for RBG Kew in outreach learning
* Rationale for selection of each opportunity and feasibility of implementation
* Recommendations for which strategic opportunity/ies to pursue and why

**6.7** **Resources required to implement five year Outreach Learning Strategy** – to include

* Indicative human resources
* Indicative financial resources
* Phased approach

**6.8** **Final Outreach Learning Strategy documents** (will include elements of the documents above)

* Summary paper for Executive Board
* Outline of current Outreach Learning at RBG Kew
* Strategy for new Outreach Learning at RBG Kew (including work packages)
* Insights (outreach learning at other institutions, stakeholders)
* Resources required

**6.9** **PPT presentation** – to include

* Overview of Outreach Learning Strategy
* Diagrams to illustrate analysis of data/resources required
* Images to illustrate Outreach Learning Opportunities

All materials to be produced to the standards mentioned in 9.0.

All materials and outputs from this contract will be owned by RBG Kew

1. **CONTRACT MANAGEMENT**

Contract period six months, go-live February 2021. RBG Kew’s Terms and Conditions will apply. Suppliers should highlight any aspects of the contract to be delivered by a third party and how this will be managed by the Supplier.

RBG Kew expects the Supplier to:

* Complete a Non Disclosure Agreement for the entirety of this contract and prior to RBG Kew sharing any information.
* Share clear roles and responsibilities, including a main point of contact/s for Kew.  Respond to communications as promptly as possible, and no later than three working days.
* Attend meetings with the Head of Learning and Participation and Grow Wild Programme Manager to co-design and agree work standards, processes and schedules.
* Update the designated Grow Wild Programme Manager on all work in progress to an agreed schedule and suggest solutions for any issues.
* Maintain confidentiality and limit the distribution of information to points of contact authorised by RBG Kew.

The following is available to the Supplier:

* Information relevant to developing the outreach learning strategy.
* Time with Head of Learning and Participation and Grow Wild Programme Manager to plan work
* Support to set up conference calls
* Administrative support to organise meetings
* Other reasonable requests during the lifetime of the contract

1. **CONFIDENTIALITY AND DATA PROTECTION**

This contract will involve access to confidential information. RBG Kew expect providers to have the following:

* Physical and logistical security measures in place at any premises used by supplier or its sub-contractors;
* Operational, organisational and technological processes and procedures in place to safeguard against any unauthorised access, loss, destruction, theft, use, disclosure or other processing of personal data and other confidential information, and monitoring and reporting requirements in place to identify issues with, or breaches of, the same;
* The provider should ensure any requirements are adhered to by employees and any sub-contractors involved in the training (including training around care and handling of confidential information and / or personal data; written agreements with third party sub-contractors and so on)
* Supplier and its sub-contractors should ensure compliance with the provisions of the General Data Protection Regulation (and any related legislation and national guidance) from May 2018.

The successful Supplier will also be expected to follow RBG Kew’s data protection and e-safety policies, these have to be adhered to. The successful supplier will also sign a non-disclosure agreement.

1. **STANDARDS**

Documents produced will be shared internally with staff across directorates. As such they must adhere to Kew’s Editorial guidelines and Digital Content Style Guide

1. **PAYMENT PROFILE**

The payment schedule is as detailed below

|  |  |
| --- | --- |
| Deliverable/Milestone event | Amount due |
| February 2021   * Signing of contract | 25% |
| June 2021   * Project plan * Review of current outreach learning at RBGKew * Review of outreach learning at other cultural institutions. * Stakeholder analysis of needs/desires in learning with RBGKew * Rationale for pedagogical approach to outreach learning at RBGKew * Strategic opportunities for RBG Kew in Outreach Learning and recommendations * Resources required to implement five year Outreach Learning Strategy | 45% |
| July 2021   * Final Outreach Learning Strategy documents and PPT presentation * Handover of all data and materials belonging to RBG Kew | 30% |

**11.0 Commercial**

The maximum total value of this contract is £30,000 for the project completion. Suppliers are required to breakdown the costs per activity and include the role’s required and daily rates.