**The Brunel Museum Reinvented: OL-18-06267**

**Brief for Activity Plan Consultant**

The Brunel Museum seeks a specialist consultant to work with the project development team and other stakeholders to produce an Activity Plan for submission to the Heritage Fund as part of its Second Round application. Development funding of £200,000 (67%) has been awarded by the National Lottery Heritage Fund to help the Brunel Museum progress its plans to apply for a full National Lottery grant of £1.4m at a later date.

The project will transform the Museum, putting one of the most significant feats of engineering in London’s history into a contemporary context as the birthplace of modern tunnelling systems. Due to complete in 2023/4, the project will preserve the historic building, improve visitor facilities, double the current exhibition space, and show for the first time the recently-acquired (2018) and pre-eminent collection of Marc Brunel’s original Thames Tunnel watercolour designs.

**Background**

The Brunel Museum in Rotherhithe is a place of international significance the site enclosing a Scheduled Monument and a Grade II\* building, with preeminent collections. It is the site of Sir Marc Isambard Brunel’s most brilliant achievement, the Thames Tunnel, first described in 1843 by The Illustrated London News as 'The Eighth Wonder Of The World'. An engineering breakthrough, Marc Brunel’s scheme to create the first bored tunnel under any river in the world became the blueprint for tunnelling today – from the Channel Tunnel to Crossrail.

The Arts Council-Accredited Brunel Museum was established in 1975 and receives around 35,000 visitors annually. It is open seven days a week from 10 am – 5pm with late openings for special events. Entry to the Museum is £6 with various concessionary rates in operation. The Museum is self funding and income derives from - admission fees, shop sales, tickets for special events, heritage river trips, venue hire. Learning is a core activity at the Museum with a range of in house designed formal and informal learning programmes serving around 100 schools. Heritage boat tours and riverside walks leading to a tour of the Museum and Tunnel Shaft are offered most days. The converted Tunnel Shaft and its atmospheric roof garden continues to host popular music, concerts, film nights, family cabaret nights and theatre.

**Project Aims**

The scheme will provide a new Display Gallery with interpretation and a flexible learning space in the Museum building, a new reception building with shop, tea-point, toilets and storage just south of the tunnel shaft; access improvements will be made throughout and all will be complemented by a three year activity plan.

**Current Status**

The project is currently embarking on its development phase and going through an intense procurement phase. The Brunel Museum is now seeking to appoint a consultant to deliver an activity plan for the refurbished building.

The estimated budget is £18,000 plus VAT. A payment schedule will be agreed with the successful consultant.

The project has suffered some initial delays since the award due to staff changes and the appointment of a new Chair but remains on track to deliver a Second Round bid to the Heritage Fund in Spring 2021.

**The Activity Plan Brief**

The Brunel Museum wishes to appoint an Activity Plan Consultant to support the delivery of *The Brunel Museum Reinvented*‘s Development phase. The consultant will extend and develop the current learning and participation proposals informed by detailed consultation and research, and devise and test further plans and activities which will achieve the Museum’s future engagement, learning and participation outcomes.

The successful consultant will produce a detailed Activity Plan for submission with a Round Two funding application to the Heritage Fund in Spring 2021. This will include:

1. A full account of the consultative process including audience research that provides information and collates data on current audiences, their needs, potential audiences and the barriers to participation and engagement; as well as gathering baseline data– information about current activities on offer in the museum, tunnel shaft and roof garden and what people think about them.
2. Detailed Plans informed by the above for Audience Engagement and Development, Learning and Participation, Interpretation and plans for volunteers.
3. A fully-costed 3-year Action Plan for delivering the Activity Plan in the format stipulated by the Heritage Fund
4. The formulation of briefs for engagement-related posts, freelancers and volunteer role profiles as required
5. A strategy and framework for evaluation from the beginning of the project of the outcomes of the project.
6. Sustainability plans for project activities, including how they can be developed after the project.

The plans should fully comply with current Heritage Fund guidelines on Activity Plans. The Activity Plan should be informed by and consistently focus on the Brunel Museum’s identified priority audiences. Before starting, the consultant must ensure that he/she is fully aware of the latest requirements of the HLF (Strategic Funding Framework 2019-2024) and be well-versed in the guidelines for this work. Other key documents include the Museum’s Draft Outline Activity Action Plan submitted with the First Round Application to the Heritage Fund.

**Scope of work**

The Museum has been successful in receiving a Development Grant subject to a successful First Round Heritage Grant application, the Brunel Museum will be developing a Second Round application. The work of the Activity Planner should dovetail closely with the Interpretation Planner and Exhibition Designer through close liaison with both parties. The successful applicant will work alongside the Museum’s Heritage Manager, The Learning and Volunteer Manager, the Project Steering Group and the established Heritage meeting groups to deliver outcomes as follows.

**Audience Engagement and Development**

* Identify potential priority audiences, analysing the nature and size of each potential group.
* In consultation with the Brunel Museum, propose a methodology for developing an understanding of audiences which can support the kinds of engagement, learning and participation which the Museum seeks to achieve.
* Commission and manage, or directly deliver, audience research using the agreed methodology, and produce or supervise production of summary reports based upon it.
* Create consultative forums to support the development of the Learning Participation and Training Plans, as well as improved opportunities for volunteering.
* Use the work of these forums to inform the audience development process.
* Work in conjunction with the Museum’s Learning & Volunteer Manager and Heritage Manager in evaluating visitor flow, access, engagement and response to proposed exhibition and interpretation areas and activities.
* Where a need arises, test market response by devising and delivering pilot activities.

**Learning and Participation**

* Review the current offer for visitors and learning audiences (including local schools and children participating in established programmes but also primary and secondary schools, FE institutions and adult education providers) to analyse the extent and quality of this offer. This should include detailed consultation and evaluation with current and potential users.
* Extend this consultation to identify current and future needs, and the learning and participation opportunities the Brunel Museum might deliver to meet them.
* Undertake a full review of current participation opportunities within the Brunel Museum, including volunteering opportunities, with a focus on the quality of these opportunities and on participants’ aspirations in respect to these.
* Extend this review and consultation to identify current and future needs, and the opportunities the Brunel Museum may have to meet these needs.
* Devise an Activity Plan, identifying a range of potential activities and projects, with a strong focus on audiences and delivery, which references best practice in learning and volunteering.
* Test viability by devising and delivering a number of pilot activities, taster sessions, events etc. for specific audiences.
* Produce a detailed Activity Plan, including strategies for Audience Development and Learning and Participation, plus a detailed, fully costed Action Plan for delivery.
* Propose a sustainable framework on which the development and delivery of learning outcomes for different target audiences can be based.
* Ensure the Activity Plan proposes the most effective means of achieving engagement, learning and participation for priority audiences, including:
	+ Local people, community groups and tourists from the UK
	+ Potential International Visitors and Tourists
	+ All those interested in new learning opportunities
	+ Young people and hard to reach groups
	+ Those interested in participating in educational and cultural activities
	+ Potential volunteers, particularly in relation to Welcomers, Stewards and Guides
	+ Potential partner organisations among community, education and other groups.

**Interpretation**

The successful Activity Plan consultant will be required to work with an Interpretation Planner to dovetail plans for the new interpretation of the site in line with the overall learning aims of activities and exhibition materials and to ensure consistency at all times.

**Evaluation**

The successful consultant will be required to assist the Brunel Museum in developing an effective and achievable Evaluation Plan and feedback facilities that can be used to monitor audience responses, ongoing activities and sustain an awareness of audiences’ expectations of, and responses to, the Brunel Museum.

**Development of Job Roles**

The successful consultant, in conjunction with the Learning & Volunteer Manager and the Heritage Manager, will be responsible for the development of role descriptions for volunteers involved in formal and informal learning.

**Reporting**

The successful consultant will report to the Heritage Manager, also working closely with the Learning and Volunteer Manager, submitting regular reports and occasionally attending Project Steering Group and Heritage Fund meetings by arrangement as required. These should be provided electronically to the Heritage Manager and then the requisite number of hard copies provided at the meeting. The Heritage Manager will advise the successful consultant of the membership of the relevant groups.

**Project Timescales**

Activity Planners will be required to start as soon as possible to take a lead role in getting audience insight to feed into the wider work on the project and take a leading role in project development. The work should be carried out between March 2020 and December 2020, with a draft plan available for the Heritage Fund review meeting in October 2020, with a final plan submitted for approval by the Brunel Museum by December 2020. The successful consultant should be available for comment in the weeks leading up to the submission in Spring 2021.

Brunel Museum will also be developing, with the assistance of finance specialists, a Project Business Plan. It is anticipated that input from the successful consultant into this document will be required during Autumn 2020. The fee for this has been included in the budget quoted at the start of this document.

**Tender Requirements**

The Brunel Museum requires all those invited to quote to submit a proposal to carry out this project that covers the following:

* Project methodology and programme – short, succinct and practical in nature
* Outline of the project team (including CVs)
* Fixed price project fee, plus estimate of reasonable expenses. A breakdown of days should support the fee.
* Two references

The tenderer should be able to demonstrate:

* Previous experience of preparing and delivering successful the Heritage Fund Activity plans within a historical setting.
* Methodology for delivering an effective Activity plan within the time frame of the Round 2 application to the Heritage Fund. This must include an adequate consultation programme.
* Demonstrable understanding of the the Heritage Fund process.
* Experience of working with local groups and communities.
* Proven skills in consultation and education sector.
* Proven experience of working with large groups of volunteers and delivery of cultural change within third sector organisations.

The tender should be provided in both electronic and paper format.

**Tender Evaluation**

The criteria for the recruitment of a consultant is as follows:

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| --- | --- |
| **Selection criteria** | **Weighting** |
| Quality and experience  | 45% |
| Methodology and approach to commission | 30% |
| Tender Price | 15% |
| Interview | 10% |
| TOTAL | 100% |

The award of the contract will be based on the most economically advantageous tender in terms of the stated criteria.

**Contact Details**

Please email any questions regarding this brief to: julian.ayre@thebrunelmuseum.com

or please telephone: 020 7231 3840 and ask to speak to Julian Ayre, The Brunel Museum’s Heritage Manager .

**Submission of Tenders**

Quotations must be received by **Noon on Friday 7 February 2020**

Quotations may be submitted electronically with the email header stating “Activity Plan Tender”.

Any quotations received after the deadline will be immediately disqualified from the process.

All proposals should be a maximum of 20 pages in length – preferably shorter – excluding appendices.

Short-listed candidates will be invited to attend a presentation and interview process approximately one week later.

All those involved in the tender should be available to attend on this date, as short listed candidates will be required to provide a short presentation outlining why they are best suited to the work tendered.

Please ensure that a fixed price is included with all quotations and send completed tenders to: julian.ayre@thebrunelmuseum.com