HADRIAN’S CAVALRY

DESIGN BRIEF

Introduction

An imaginative and innovative exhibition designer is required to support the Project Management team in developing the Interpretation Plan for the Hadrian’s Cavalry exhibition. Development of the exhibition is being undertaken during 2015 and 2016. The exhibition will open from Easter to the end of September 2017. The budget for the exhibition is circa £60,000.

The Project Management team is developing the Interpretation Plan in consultation with the Hadrian’s Cavalry exhibition partners. The role of the exhibition designer is to develop outline costed design options for interpretive displays and media across the 11 partner museums, responding and inputting to ideas and themes that emerge as the Interpretation Plan is developed.

The work will include consultation with the client group and with other specialists working on the project, visiting the 11 partner museums, preparation of costed design options for discussion and review, production of more detailed costed designs and specifications for the selected option, production of a full brief for the appointment of an exhibition design and fit-out company to develop final costings and deliver the exhibition.

The contract will be undertaken in an iterative and flexible manner, in close consultation with the client and their partners.

The project must be completed and invoiced by 18 March 2016.

1.0 BACKGROUND

Hadrian’s Cavalry

Funded primarily by Arts Council England through the Museum Resilience Fund, the ‘Hadrian’s Cavalry’ dispersed exhibition is an inspiring and resilience building opportunity for the 11 museums and heritage sites along Hadrian’s Wall World Heritage Site to work together to deliver a six month, Wall-wide exhibition of international significance and interest in 2017.
The core partners for ‘Hadrian’s Cavalry’ are: English Heritage, National Trust, Northumberland National Park Authority, Senhouse Museum Trust, Tyne & Wear Archives & Museums, Tullie House Museum and Art Gallery Trust, Vindolanda Trust. It is envisaged that loans will be negotiated with several national and international museums, including the British Museum, as well as with private collectors.

The exhibition itself will focus on the theme of Roman cavalry and their key role on the Roman Frontiers in maintaining the security of the Empire. Whilst concentrating on the cavalry of the Hadrianic period, the exhibition will include earlier and later periods and equipment. Roman cavalry and part-mounted units were the elite of the auxiliary forces of the Roman army and an essential component of the frontier garrisons. A key aspiration is for each participating museum to display at least one Roman cavalry helmet, encapsulating the splendour and aura of these elite troops.

The exhibition will be supported by a comprehensive and innovative Wall-wide public engagement programme comprising re-enactment events, a community engagement and volunteering programme, learning programme, website, social media and public talks. The re-enactment events envisage bringing together a complete cavalry unit (turma), 30 strong, performing drills and exercises described by Hadrian himself and in Roman army manuals. This would be the first time such a large group of cavalry re-enactors has been brought together and will provide unique insights into the training and tactics of Roman cavalry.

The exhibition programme will include an on-going programme of learning and workforce development focused on shared understanding of the Wall-wide offer and its opportunities amongst partners and tourist information staff, businesses and pathways to employment and education.

The programme will be supported by an effective, Wall-wide marketing programme to contribute to future resilience by promoting Hadrian’s Wall as a destination for new and existing audiences, including international visitors.

**Hadrian’s Wall World Heritage Site**

Hadrian’s Wall is part of the transnational Frontiers of the Roman Empire World Heritage Site which at present includes also the Antonine Wall in Scotland and the Upper German/Raetian Limes. Proposals are currently in hand to extend the FRE WHS to include the Lower German/Dutch Limes along the lower Rhine and several parts of the Danube Limes. The FRE WHS represents the borderline of the Roman Empire at its furthest extent in the 2nd century AD. At that time the frontier stretched from the west...
coast of northern Britain through Europe to the Black Sea and from there to the Red Sea and across North Africa to the Atlantic coast.

The Hadrian's Wall element of the Frontiers of the Roman Empire WHS runs for 150 miles from the western Roman coastal defences at Ravenglass, through Whitehaven, Workington and Maryport to Bowness-on-Solway, along Hadrian's Wall through Carlisle and Hexham to Newcastle, Wallsend and South Shields.

The FRE WHS logo comprises the UNESCO ‘temple’ emblem alongside the FRE WHS ‘mondial’.

Hadrian's Wall Country

‘Hadrian’s Wall Country’ is the brand used to promote the Hadrian’s Wall World Heritage Site as a tourist destination. The Hadrian’s Wall Country brand recognises the wider landscape and cultural context of Hadrian’s Wall. Hadrian’s Wall Country is defined as an area ten miles north and south of the line of Hadrian’s Wall itself and ten miles inland from the Cumbrian coast.

The vision for Hadrian’s Wall Country is a Wall-wide network of inter-connected and distinctive interpretation and activity offers building upon the core World Heritage offer. Hadrian's Wall Country is a multi-faceted destination in which the outstanding natural and cultural landscape contributes significantly to the visitor experience and understanding of the Hadrian’s Wall World Heritage Site. A key marketing objective is to establish a desire in visitors and local people to visit multiple locations and to make repeat visits.

By involving all 11 main sites/museums open to the public across the WHS, Hadrian’s Cavalry provides a special opportunity to attract visitors and to promote the variety and distinctiveness of the Wall-wide offer.

2.0 HADRIAN’S CAVALRY – PROJECT DETAIL

The exhibition programme comprises four key elements:

- Alongside presentation of the training, equipment, daily life and military operations of cavalry troopers and their horses, the exhibition will explore the role of the regiments in projecting the Roman imperial image and the engaging individual and
multicultural stories of regiments e.g. the Batavians, the Imperial Guard. The exhibition will address the public misconception that it was the legionary foot soldier who dominated the Roman frontier garrisons and the lack of recognition of the key role of Roman cavalry generally. The image of a Roman cavalryman riding down a barbarian is iconic and found across the Empire on stone monuments, on coinage and on other media. Cavalry were even more important in policing garrisoned provinces than on the battlefield. Partner museums will focus on different themes according to the space and objects available, the role of the particular site within the frontier system and opportunities for loans. An aspiration to anchor the exhibition through a unique and stunning display of Roman cavalry helmets will be explored as the project is developed.

- The exhibition will be supported by a comprehensive and innovative Wall-wide public engagement programme comprising re-enactment events, a community engagement and volunteering programme, learning programme, website, social media and public talks. A variety of creative artists (writers, poets, visual and performance artists) will be engaged to animate key elements of the community engagement and learning programme exploring ideas and themes generated by the core exhibition. The highlight of this programme will be a re-enactment event recreating a 30 strong Roman cavalry unit (turma). Cavalry provided the army with the vital facilities for long-range reconnaissance, high-speed communications, shock tactics and mopping-up operations on the battlefield and the projection of imperial power and imagery through their impressive armour and other equipment. Arrian’s training manual and Hadrian’s recorded speech at Lambaesis in north Africa describe cavalry tactics and training and will be used to bring to orchestrate manoeuvres by the turma, bringing to life sights last seen 2000 years ago.

- The exhibition programme will include an on-going programme of learning and workforce development focused on shared understanding of the Wall-wide offer and its opportunities amongst partners and tourist information staff, businesses and pathways to employment and education.

- The programme will be supported by an effective, Wall-wide marketing and communications programme to contribute to future resilience by promoting Hadrian’s Wall as a destination for new and existing audiences, including international visitors.

The objectives of the ‘Hadrian’s Cavalry’ exhibition are to:

- Achieve a step change in the number and length of stay of visitors to Hadrian’s Wall over the course of the exhibition developing new and existing audiences, encouraging cross-site and multi-site visits;
- Generate opportunities to inspire visitors to go beyond the in-situ exhibitions and discovery the historic landscapes in which the Roman Cavalry operated;
• Create a legacy for the Wall in terms of an increased awareness of it as a visitor destination nationally and internationally, and in particular of the variety and quality of offer available;
• Demonstrate the ability of the Wall venues to work in a cohesive manner to promote and celebrate the World Heritage Site, developing and sharing collective customer information, knowledge, experience and expertise and building resilience;
• Deliver an international scale exhibition and associated events programme across 11 museums, raising public awareness and understanding of the role of Roman cavalry, their multicultural origins, their status and significance at the heart of the Empire;
• Reinforce the Hadrian’s Wall element of the Frontiers of the Roman Empire World Heritage Site as rooted in excellence: in scholarship, interpretation and accessibility; and
• Develop the skills, knowledge and resources of the participating museums, creating lasting legacies through partnership working, marketing, film and digital media, interpretive and learning programmes.

The key components of the exhibition programme will include:

• The Hadrian’s Cavalry exhibition itself, running from Easter to the end of September 2017 including the display of relevant objects and materials supported by interpretation (panels, booklets, digital resources);
• A live re-enactment programme bringing together a complete turma of Roman cavalry (approx. 30 troopers and officers), involving performances at several different venues and production of a film/video resource as a project legacy;
• A schools learning programme with dedicated resources available during the exhibition and as a future legacy;
• A wider programme of activity promoting engagement of stakeholders and communities, designed to inform and support the core exhibition and its legacy and to encourage awareness and participation with the World Heritage Site;
• A robust and effective national and international communications and marketing programme including media campaigns, website and social media, promoting Hadrian’s Wall as a destination for new and existing audiences, including international visitors; and
• An ongoing evaluation of the programme and its success in achieving its objectives, to include visitor feedback through on site survey and focus groups.

3.0 BRIEF

3.1 Objectives
The Project Management team is developing the Interpretation Plan for the Hadrian’s Cavalry exhibition in consultation with the exhibition partners. The Interpretation Plan will identify the target audiences, the interpretation themes, the objects that will be used to illustrate these themes, the interpretive content, and the spaces within the partner museums that will house the exhibition. Partner museums will focus on different themes according to the space and objects available, the role of the particular site within the frontier system and opportunities for loans. An aspiration to anchor the exhibition through a unique and stunning display of Roman cavalry helmets is being explored as the project develops.

The role of the exhibition design consultant/specialist is to work alongside the Project Management team, developing outline costed design options for interpretive displays and media across the 11 partner museums, responding and inputting to ideas and themes that emerge as the Interpretation Plan is developed and ensuring that the exhibition is imaginative, striking, engaging and within budget (circa £60,000).

The partner museums comprise: the Senhouse Museum (Maryport), Tullie House Museum and Art Gallery (Carlisle), Birdoswald Roman fort, the Roman Army Museum (Greenhead), Vindolanda Roman fort and museum, Housesteads Roman fort and museum, Chesters Roman fort and museum, Corbridge Roman site and museum, the Great North Museum, Segedunum Roman fort and museum, Arbeia Roman fort and museum. It will be important to ensure from a design perspective that visitors understand and engage with Hadrian’s Cavalry as a single and unified exhibition across 11 different venues and across a variety of different media including web and social platforms. Through a separate commission, a branding specialist is being appointed to work with the Project Management team to develop appropriate branding for the exhibition for use across all aspects of interpretation, marketing and communications.

The objectives of the design brief are therefore to:

1. Provide design advice to inform development of the Hadrian’s Cavalry exhibition, ensuring that the exhibition is imaginative, striking, engaging and within budget
2. Ensure from a design perspective that visitors understand and engage with Hadrian’s Cavalry as a single and unified exhibition and that designs are appropriate for the target audiences
3. Explore and develop outline costed options for interpretive displays and media across the 11 partner museums for discussion with partners
4. Work up more detailed costed designs for the selected options for interpretive displays and media across the 11 partner museums
5. Develop a full brief for recruitment of suitably qualified and experienced exhibition design and fit-out professionals to prepare final costings and to deliver the exhibition

4.0 REQUIREMENTS

The requirements of the work to be undertaken, to meet the objectives, are as follows:

4.1 Meet with the client to agree the detailed approach to the commission including the roles and responsibilities of each partner.

4.2 Meet with the client and the Hadrian’s Cavalry Steering Group as required for the purposes of consultation, to input to the process of developing the interpretation plan and to explore and develop design options.

4.3 Visit the 11 museums and any other venues as required by the client for the purpose of exploring and developing design options.

4.4 Provide design and technical advice as appropriate.

4.5 Explore and develop draft designs and layouts and outline production and installation costs for interpretive displays and media across the 11 partner museums and other venues for sharing and discussion with partners through workshops and illustrated presentations.

4.6 As directed by the client and the Hadrian’s Cavalry Steering Group, work with the branding specialist and incorporate the agreed branding into the exhibition designs.

4.7 Respond to partner feedback in an iterative manner, revising and developing new options as required with appropriate illustrations.

4.8 Consult with other stakeholders and partners along Hadrian’s Wall as directed by the client and Hadrian’s Cavalry Steering Group.

4.9 Following agreement and sign off by the client and the Hadrian’s Cavalry Steering Group, prepare detailed designs and layouts and production and installation costs for the selected options at the 11 museums and other venues as required.
4.10 Produce a draft report on the final designs for consultation with and review by the client and the Hadrian’s Cavalry Steering Group.

4.11 Amend the revised report as directed by the client and Hadrian’s Cavalry Steering Group and produce final designs.

4.12 Develop a draft brief for recruitment of suitably qualified and experienced exhibition design and fit-out professionals to develop final costings and to deliver the exhibition according to the design specification.

4.13 Amend the draft brief as directed by the client and the Hadrian’s Cavalry Steering Group and produce a final brief.

5.0 GENERAL REQUIREMENTS

5.1 The designer will attend briefings and progress meetings as required with the client and the Hadrian’s Cavalry Steering Group and visit sites and locations across Hadrian’s Wall as necessary for the fulfilment of the brief.

5.2 The designer will provide computer generated scale drawings and details will be provided as hard copy plans and as digital files. The drawings are required for discussion purposes with stakeholders. The drawings will be plans, elevations and sections as appropriate and will show all main features and the types of materials and on site/off site construction methods and finishes will be specified.

5.2 The designer will provide a programme for the work to be undertaken and will monitor progress against this programme and report to the client group at regular intervals to be determined by the Steering Group.

5.3 Partner and funding logos must be used as specified by the client.

5.4 The NNPA requires all contractors to have an Equality and Diversity Policy in place prior to the award of any contract. An example policy can be provided if required by request from nigelmillsheritage@gmail.com. Please note a copy will be required from the successful applicant prior to the award of the contract.

5.5 The NNPA requires all of its contractors to maintain (a) Employer’s Liability insurance to a minimum value of £10,000,000; (b) Public Liability insurance to a minimum of £5,000,000 per claim;
(c) Professional Indemnity insurance to a minimum value of £2,000,000 per claim.

5.6 The contract will be undertaken in an iterative and flexible manner, in close consultation with the client and their partners.

6.0 TIMETABLE

This project is funded primarily by ACE and managed by Northumberland National Park as the accountable body on behalf of the Hadrian’s Cavalry project steering group. Annual costs must be defrayed by NNPA (to the satisfaction of ACE) by 18 March each year.

The deadline for proposals is 12.00 noon on Monday 21 December 2015. Information provided in the proposals should include:

- Names and roles of all staff to be involved in delivering the brief
- Relevant skills and experience
- Evidence of imagination and innovation
- Understanding of different audiences in the context of exhibition design
- Proposed process, programme and timetable
- Breakdown of costs
- Approach

In addition you must include in your proposals:

- Confirmation that you have adopted an Equality and Diversity Policy (see general requirements above (5.4). Please note a copy will be required from the successful applicant prior to the award of the contract.
- Confirmation of the levels of insurance you currently hold for employer’s liability, public liability and professional indemnity insurance. If they are not in line with the levels as required by the NNPA as stated under general requirements above (5.5) please provide an explanation and confirm in the alternative, the levels and types of insurances which you would propose. Please note copies of cover notes will be required from the successful applicant prior to the award of the contract.
- Confirmation that you will complete the work within the identified timescale and indicate how this will be achieved.
If required, interviews will be held in the week beginning 11 January 2016 in Hexham. However, the client reserves the right to appoint on the basis of tenders alone.

The client for the project is Northumberland National Park Authority. For the purposes of this commission the client’s representative is the Hadrian’s Cavalry Project Manager, Minerva Heritage.

The Hadrian’s Cavalry Steering Group comprises senior representatives of all the partner organisations for Hadrian’s Cavalry.

Please email proposals to Nigel Mills at nigelmillsheritage@gmail.com and copy to Lisa Keys at l.keys@minervaheritage.com

Nigel Mills is available in the w/b 14th December to answer queries and to provide additional information if required prior to submission of quotes.

7.0 REMUNERATION

The budget for this work is expected to be circa £5,000 - £7,000 exclusive of VAT.

Payment schedules will be discussed with the chosen supplier.

Please confirm your VAT position.

8.0 QUALITY/PRICE ASSESSMENT OF PROPOSALS

Quotations will be assessed on the basis of quality, experience and cost. ‘Value for Money’ will be the main consideration in assessment of the quotations (65% Quality, 35% Price).