

## Brief for a Feasibility Study: Birmingham Museum of Science and Industry

### Audience Consultation and Market Researcher Fixed Term (8 months; £20,000)

#### Introduction

This is a rare and exciting opportunity to explore, interrogate and develop the vision, ethos, and overall approach for a unique and innovative new museum of science and industry in Birmingham.

We are seeking to actively challenge the more established ways in which museums are developed and address the issue of mass participation, developing a new approach for the museum that moves away from the traditional model of passive spectatorship as a primary mode of engagement in museums. We are even looking to challenge the very notion of a museum itself. Audiences and communities will play a leading role in shaping the new museum through consultation, collaboration and co-production.

Two thirds of those in the most deprived segment of society do not currently attend museums and are the least engaged in heritage and culture (with just 34% visiting museums, Taking Part Survey 2019). This feasibility study should address this need for significant root and branch change, to ensure this new museum will be capable of serving all of Birmingham's citizens, as well as visitors to the city.

The physical shape and representation of the new museum will be explored through the feasibility study process. We want to consider a range of options, capitalising on the opportunities afforded by Our Future City Plan, and ensuring we achieve a scale that can amplify stories equally at a local and global level. Whilst we strive to showcase the breadth and depth of the internationally significant Science and Industry collections and host major international science exhibitions of global interest, the small and local must remain at the heart, the built form drawing its cues from anti-monumentalism.

The project is to be developed through a partnership of Birmingham Museums Trust (BMT), Science Museum Group (SMG), and Birmingham City Council (BCC).

The collective team will bring to the table big ideas and ambition, unafraid to challenge accepted norms, collaborating to support the partners in defining the vision and objectives, rooted in audience needs.

## **Background**

If any city in the UK should tell the stories of science and industry, it is Birmingham. The centre of the Industrial Revolution and the 'first manufacturing town in the world'. For two hundred years Birmingham trades – jewellery, stained glass, guns, cars, motorbikes, banking, chocolate, photography, machine tools – dominated the world. No other city in England can match Birmingham's track record of creativity, commerce and adaptability. Birmingham, and the wider region, still leads the UK in manufacturing and innovation.

The new museum will delve into the past, present, and future to look at scientific and engineering discoveries and industrial processes, and their impact on human cultures and individuals – about the people who made the discoveries, applied them or lived with the consequences. We will showcase not only Birmingham and the Midland's great industrial and scientific heritage but the results of current and future research in science, technology, engineering and maths (STEM), inspiring future generations in one of the youngest and most ethnically diverse cities/regions of the UK. We are fortunate to have a rich collection to mine and create enviable representations of the world-changing developments seen in Birmingham and the wider region for centuries.

Alongside the reimagining of science and industry stories, an opportunity is presented in the redevelopment of Birmingham's city centre, its historic medieval core, which gives a rare chance to create an international tourist destination in the heart of this city. In showing how the city and region's past shaped the world today any new museum, in whatever form that takes, will make a major contribution to place-making and international profile.

In developing the offer, we will engage a wide range of partners including local people and communities, educational and cultural organisations, industry and business.

## **Purpose of Feasibility Study**

This brief is for a feasibility study to research and develop the site options, function, and business model for the development of a new Birmingham Museum of Science & Industry, as a potential partnership between Birmingham City Council (BCC), Birmingham Museums Trust (BMT) and the Science Museum Group (SMG).

## **Project Deliverables**

The feasibility study will:

- Articulate a vision and audience manifesto for a museum that seeks to address a new model in mass participation.
- Set out the objectives, function and purpose of the museum or other manifestation of audience-centred engagement with science and industry.
- Develop a clear brief of requirements for the new museum and its development, that is audience centred.

- Establish the business case and governance framework in which to develop, deliver, and operate the new offer, helping BMT, SMG, and BCC explore potential partnership models.
- Identify and test locations for a new physical space and preferred option(s), considering both new build or the repurposing of an existing site.
- Develop indicative costs and programme for delivery (inc. operational model and costs).
- Provide a package of information, including visuals, to enable advocacy of the project with stakeholders and potential funders.
- Provide the necessary information to determine a way forward, identifying the next steps to enable the development to progress.

The study must be ambitious and creative, capture the imagination and be world-leading, pushing boundaries, with a robust underpinning vehicle that stands up to scrutiny.

## **Anticipated Workstreams**

We anticipate five workstreams, to manage the input of the teams within the partner organisations and ensure progress can be made concurrently with the resource available. With collaboration key, we appreciate there will be much crossover and weaving in and out between each of these through workshops, discussion, and debate.

The overarching direction will be defined through the Vision and Objectives (internal driving force) and the Audience Manifesto (external driving force).

<b>VISION AND OBJECTIVES</b>	<ol style="list-style-type: none"><li>1. Interpretation, Curatorial, Collections, Learning Engagement, Outreach</li><li>2. Audience Consultation and Market Research</li><li>3. Business Case, Governance, Fundraising and Development</li><li>4. Site Options and Arrangements</li><li>5. Capital Options, Designs, Programme, Costs</li></ol>	<b>AUDIENCE MANIFESTO</b>
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We have appointed the Project Manager, Vision Consultant, and Interpretation Consultant.

## **Outline Timeline for Feasibility Study**

This is an indicative timeline with the key date being the sign off in January 2022. A more considered roadmap will be developed with the input of the consultant team, to suit the methodologies and inputs.

Apr – May 2021	Appointing Vision Consultant to develop the overarching vision and objectives Appointing Interpretation Consultant to develop the Audience Manifesto and lead on Workstream 1
June – July 2021	Vision and objectives; audience manifesto workshops
July – Sept 2021	Audience research and engagement, workshops and audience testing
Sept – Oct 2021	Scoping, researching and developing the options
Nov – Dec 2021	Defining the preferred option / way forward
Jan – Mar 2022	Finalising Feasibility Study and Sign Off

## **Application Process**

We actively welcome applications from all backgrounds, set-ups, collaborations, and collectives - it is important that our team is representative of the diversity of Birmingham. We're looking for innovative, robust, and flexible methodologies, to create a truly user-led vision.

Please register your interest at [eleanor.clarke@focus-consultants.com](mailto:eleanor.clarke@focus-consultants.com) to ensure you receive any updates and/or responses to Q&A.

To apply please submit your response to the key information requested below for your respective role to Eleanor Clarke at [eleanor.clarke@focus-consultants.com](mailto:eleanor.clarke@focus-consultants.com) Please note if you have already submitted, please resubmit to the email address above.

Any queries should also be sent to the above address.

**Deadline for Applications: Monday 2<sup>nd</sup> August 2021 at 12 noon**

Interviews will take place via Microsoft Teams or Zoom – dates tba.

Appointments to commence 26<sup>th</sup> July 2021 and complete by 31<sup>st</sup> March 2022.

Please note, we anticipate a blend of online and in person meetings. In person meetings will generally be held in Birmingham but on occasion in London.

Evaluation will be split as follows:

Experience and approach: 70%

Fee and resource: 30%

***Submission:***

- Your proposed fee, including all expenses (travel and any associated costs). Please provide a clear and detailed breakdown of costs, detailing the number of days you anticipate assigning to the project.
- Your CV(s) and two referees
- Three to five examples of previous projects, outlining their relevance to this project [max 2 sides of A4]
- A personal statement (no more than 3 sides A4) detailing:
  - Your relevant knowledge, skills and experience, to demonstrate your capability of undertaking in depth audience consultation and market research and how you would apply this to our feasibility study.
  - Your innovative approach, methodology and interest in this project, demonstrating how you will support us in challenging preconceived norms for what a new museum of science and industry could be. What questions do you imagine we should be asking?

## **Appendices**

- A. Scope of Service Audience and Market Research (the subject of this appointment)
- B. Scope of Service Vision and Interpretation Consultant (appointed and will work closely with this post)

## **Appendix A – Scope of Service: Audience and Market Researcher**

This role will work with and feed into all of the workstreams, but have particular strong relationship with the Interpretation Consultant.

- Establish modes for mass participation from the outset – setting the tone for the whole of the Feasibility Study and future offer.
- Place equality, diversity, and inclusion at the forefront in the development of the new offer.
- Undertake primary and secondary market research with current and potential future audiences to understand needs, perceptions, and expectations, enabling a Human Centred Design approach.
- We expect this to include identifying opportunities for testing and prototyping – how might we do this differently? Why?
- Undertake key existing and future stakeholders and partners engagement to understand their requirements, how these are provided for currently and expect, identifying gaps and opportunities.
- Consider how our audiences' needs may develop and change over time and how we can provide for this.
- Research local, regional, national, and international comparators and competitors to identify best (and worst!) practice in science and industry and beyond to consider how audience needs may be met and present ideas for discussion with the Project Team.
- Undertake demographic research and analyse findings to inform the development, exploring the barriers to engagement, for example financial factors, cultural and attitudinal factors, interpretation, interactivity, capacity issues etc. to provide a robust underpinning to the development.
- Develop initial engagement objectives.
- In collaboration with the Interpretation Consultant and Business Case Consultant consider overarching questions:
  - Programming and product – what is the offer?
  - Place – when, where, how, why?
  - Financial – initial consideration of funding – capital and revenue, as well as outlining other potential possibilities
  - Community – how will the community be centred in the offer?
  - Content – what are the key messages and content delivery mechanisms?
  - Co-creation – community-led engagement opportunities
  - Digital – blending digital engagement onsite and online
- High level visitor/audience journey mapping from point of first engagement to repeat visit.
- Engage in workshops to test and feedback on the emerging offer propositions and brief refinement in the context of the audiences.
- Assess best way of embedding capacity for taking forward marketing and audience development – testing, prototyping, active participation, co-curation, co-creation, co-production.
- Work with the Business Case team to identify appropriate future resources and roles for audience development, marketing and fundraising activity consistent with the new museum offer, target audiences and business expectations, governance structures and input to the planning of the future organisational capacity and financial plan.
- Collaborate with the Interpretation Consultation to underpin the Interpretation Strategy with the audience findings.

## **Appendix B - Scope of Service: Vision and Interpretation Consultant**

### **Vision and Objectives**

- Determining the vision, ethos and purpose: interrogating and exploring the role of a science museum now and in the future, and its relevance to future audiences
- Challenging, stretching, provoking, supporting the ideas and assumptions that will set the internal driving forces.
- At the end of each stage, being a critical friend to help test the emerging proposition, that its clear in its articulation, and refine the vision and objectives as necessary, as direction of travel becomes clearer.

### **Audience Manifesto and Interpretation Strategy**

- Develop an Audience Manifesto that represents the needs and desires of the audience and communities in which the museum will sit, to put mass participation at centre stage of the development.
- Develop a high level, outline interpretation strategy for the overall museum which:
  - Responds to the Vison and Audience Manifesto
  - Identifies its target audiences, their characteristics and needs as potential visitors and service users
  - Sets out the principles and user-led approach for engaging and involving target audiences in the development of the museum and its visitor experiences
  - Explores the breadth of the visitor offer and range of unique experiences at the new museum: what people may experience, feel and learn through visiting
  - Determines the main (high level) display concepts and themes to be presented in the museum, and how these will draw on the depth, quality and unique areas of the collections
  - Reinforces the important role that digital innovation will play
- The Interpretation Consultant will serve as the ‘audience champion’ throughout the development of the feasibility study, working with an audience consultation and market researcher and Client Team to develop a compelling audience brief; defining the characteristics and needs of the target audiences, and ensuring they are fully considered at all stages of the feasibility study process.
- Work closely with the Client Team in planning and conducting a user-led enquiry, to inform the vision, direction and overall range of unique visitor experiences for the museum, delivered through Open Space style consultation as part of wider engagement with target audiences and stakeholders.
- Develop and articulate a model for mass audience participation in the Interpretation Strategy which moves away from the traditional model of passive spectatorship as the primary mode of engagement
- Share knowledge and expertise on current innovation within the museum sector: how museums are evolving and developing for the future, embracing new digital opportunities, in addition to creative and innovative approaches to engaging and interfacing with audiences in the future.
- Undertake research in close partnership with the Client Team to inform the Interpretation Strategy, including the development of the high level display concepts and themes.
- As part of the Interpretation Strategy, to articulate the approach for creating object-rich, multidisciplinary collection displays that draw on the breadth and quality of the collections; including the art & design collections, and the vital role contemporary art and art commissioning will play in the development of unique gallery experiences.

- Contribute to the development of the concept for the overall visitor experience.
- Work with the Masterplanner and Design team in developing design briefs based on the agreed high level display concepts and themes, to enable concept visuals to be developed.
- As ‘audience champion’ advise the Masterplanner and Design team on the needs and requirements of the target audiences and the related Interpretation Strategy.
- Present proposals to the client and key stakeholders to obtain approval of the interpretive proposals at the end of key stages.
- Recommend the appointment of external experts and/or utilise in house expertise as appropriate to provide specialist subject advice as and when necessary.
- Assist the Project Manager in reviewing the project programme and risk register at regular intervals.
- Provide short monthly reports to the Project Manager to update on progress including tasks achieved that month, tasks to be achieved next month, information issued, information required and key risks.
- Attend meetings (on site and online) to properly progress the works in accordance with the agreed programme targets.