



University
of Glasgow



Unlocking the Potential of the Hunterian Audience Research Tender Document

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1. Overview of the Requirement

1.1. Overview

The Hunterian (the Client) wishes to commission an agency (the Contractor) to deliver audience research activity, building on existing work, with the aim of providing us with data and insights to support the redevelopment of The Hunterian public venues.

The Hunterian is seeking a suitably qualified contractor with experience in the cultural sector to undertake onsite and digital research and to analyse and synthesise research data from a range of audience research activity.

The lead client will be the Head of Audience Experience and Engagement.

This is a one-off contract requirement covering a period of 9 months with a budget in the region of £12k. The contract will start on 5 May 2025, with a set up period in April 2025 and ending on 31 January 2026.

‘Unlocking the Potential of The Hunterian: The Changing Museum’ is made possible with The National Lottery Heritage Fund. Thanks to National Lottery players, we have been able to start work on a project that will shape the future of The Hunterian and explore what is needed for a sustainable redevelopment of our public-facing venues, the Hunterian Museum and Hunterian Art Gallery.

1.2. The Hunterian

At the heart of the University of Glasgow since 1807, The Hunterian connects people with stories, individuals and ideas found in stunning collections of objects, belongings and artworks. Today The Hunterian is a space for questioning and experimentation, for enjoyment and enrichment, for connection and collaboration and for reflecting on the role museums and individuals can play in furthering equity, justice and diversity in our society. We actively work to make The Hunterian a more relevant and meaningful place – for University students and staff, for Glaswegians, for Scots and for our global visitors.

Audience Development

In its Strategic Plan, The Hunterian committed to becoming “**a more meaningful place for more diverse audiences.**”

1. We want to diversify our audiences by:

1. Increasing the percentage of visitors to our venues who are from **Glasgow**
2. Taking an intersectional approach and aiming for this Glasgow visitor profile to mirror that of Glasgow in terms of age, ethnicity, gender, disability and socioeconomic profile.
3. Building our relationships and audiences from **Maryhill (G20)** and from our **local University community** (staff, students and G12).

2. We want to develop meaningful audience relationships:

4. Reflected in the motivations and experiences of our audiences.
5. Building repeat visits in our Glasgow audiences, as well as bringing in first time visitors.

Our Collections

The Hunterian cares for some Scotland’s finest collections that cover subjects as diverse as the history of medicine, zoology and art. The Hunterian’s whole collection is ‘Recognised’ as nationally significant in Scotland. The Hunterian collections include outstanding Roman artefacts from the Antonine Wall; vast natural and life science collections; scientific

instruments used by James Watt, Joseph Lister and Lord Kelvin; one of the world's greatest collections of coins and medals and objects and belongings brought to Glasgow from around the world during hundreds of years of trade, empire, exploitation and migration.

Our Venues

Hunterian Museum

The Hunterian Museum is a stunning space filled with collections that explore the development of knowledge and understanding, and the relationship between Glasgow, Scotland and the rest of the world. The Antonine Wall displays tell the story of Roman settlement in Scotland, and the gems, fossils and dinosaurs reveal the very history of the earth. The history of medicine in the west of Scotland and Lord Kelvin's scientific instruments feature in the displays about scientific innovation in Glasgow. The Curating Discomfort intervention highlights the ways in which our collections and displays are inextricably linked to the history of colonialism and empire, and the foregrounding of a Western account of the world. The Hunterian Museum is located in the historic Gilbert Scott building at the University of Glasgow and is a five-minute walk from the Hunterian Art Gallery.

Hunterian Art Gallery

The Hunterian Art Gallery is famous for its Whistler and Mackintosh collections and has a wide range of outstanding works on show. It was the first museum in Britain with a gallery of paintings and today the Hunterian Art Gallery holds one of the most distinguished public art collections in Scotland. Works range from Rubens and Rembrandt to the Scottish Colourists and Glasgow Boys, as well as an important collection of works by leading contemporary artists. It also features an outdoor sculpture courtyard with a selection of works by British artists. The Hunterian Art Gallery is located on Hillhead Street beside the University Library, a five-minute walk from the Hunterian Museum.

Mackintosh House

Charles Rennie Mackintosh and Margaret Macdonald were Glaswegian artists and designers whose style is now world famous. The Mackintosh House, now an integral part of the Hunterian Art Gallery, is a careful reassemblage of the main rooms from the Mackintoshes' Glasgow home. The Mackintosh House Introduction Gallery tells the fascinating story of the artists, their house and the Mackintosh collection.

Zoology Museum – out of scope for this project

The Hunterian Zoology Museum, located in the Graham Kerr building, showcases the astonishing diversity of the animal kingdom. Familiar mammals, marsupials and reptiles feature alongside lesser-known creatures such as sponges that look like glass ornaments, worms that live in the gut of a horse and microscopic marine animals.

Kelvin Hall – out of scope for this project

At Kelvin Hall, the University of Glasgow has created The Hunterian Collections Study Centre, a purpose-designed facility offering opportunities for innovative object-based research, teaching and training for a wide educational audience. The Hunterian runs events at Kelvin Hall throughout the year. Kelvin Hall is on Argyle Street, a ten-minute walk from the Hunterian Museum.

1.3. Project Background and Status

The Hunterian is in receipt of National Lottery Heritage Fund funding for a future scoping project which will run alongside a University of Glasgow Estates Feasibility study.

This project will deliver outputs that will enable a next stage project to deliver significant redevelopment. It is anticipated this will be funded through a combination of funding avenues.

The scoping project will deliver:

- a. Strategic master-planning process across the Museum and Art Gallery venues to provide basis for development of final, fundable, proposals.
- b. Outline Activity Plan – including opportunities for skills development, collections logistics, etc.
- c. Detailed audience research to devise, test and evaluate processes, outline costs and timescales for delivery of full community co-production and consultation processes with stakeholders.
- d. Development of high-level interpretative and display strategies.
- e. Outline strategic conservation challenges/options for the relevant collections (notably, the Mackintosh House).
- f. Fundraising feasibility study to assess potential of external support from public bodies and private philanthropy to amplify programme of capital investment by The National Lottery Heritage Fund and the University of Glasgow.

More information on The National Lottery Heritage Fund scoping project can be found in Appendix 1 - Document 1.1: National Lottery Heritage Fund Project Overview.

This brief will support the delivery of c. audience research.

2. Scope and Objectives

2.1. Audience Consultation Scope

The Hunterian has an ongoing programme of audience research that includes in venue surveys, focus groups and commissioned research.

Using the insights gained from existing research, staff engagement and baseline audience data, the successful Contractor will devise and implement audience research activities specific to supporting the development of redevelopment plans for The Hunterian venues and a next stage application.

This scope of this consultation is to:

- Review existing data to extract insights and sense check other research activity.
- Conduct in depth research with current visitor audiences to support the scoping project and the future vision for The Hunterian.
- Collate and synthesise research findings from the five research strands.
- Reporting and recommendations to inform thinking in other work packages of the project and phase two development.

The full audience research programme for the scoping project includes:

1. Current venue audiences (Core Audiences).
2. Underrepresented new audiences - individuals and groups (New Audiences).
3. University audiences (Staff and Students).
4. School audiences.
5. Families.

A further identified audience not included in this research is Tourist Audiences.

2.2. Key Objectives

There are five key objectives for the research:

1. To understand the needs, interests and requirements of audiences and how The Hunterian can best meet these.
2. To test ideas for interpretive approaches and thematic content and gain a better understanding of our visitors' needs and embed these in our planning.
3. To inform design and facilities scoping.
4. To involve communities and audiences in the research process.
5. To propose audience research activity and evaluation tools for the next phase of the redevelopment project.

This research and consultation will inform thinking at an early stage of the project to shape the development of spaces, interpretation and programming that delivers impact and benefit for our audiences.

It will also be used to establish a baseline for the project's final summative evaluation.

It will also be instrumental in monitoring, measuring and reporting on our progress against a range of audience targets, allowing us to evaluate and develop our ongoing audience development activity.

Visitor Segmentation:

In our Audience Development Plan we use Audience Agency segmentation as the basis of our audience segments. We would work with the research agency as part of set-up to ensure that the segmentation framework is aligned with further research outputs. We would also expect the agency to include the segmentation in analysis and reporting, giving us potential actionable insights.

Audience Data:

As part of our audience development, we will be refining our thinking around how we target and monitor audience targets in terms of demographic information. This may include sensitive data such as socioeconomic group, Scottish Index of Multiple Deprivation, race, gender, etc. We will work closely with the research agency on this on definitions and data collection methods.

3. Requirements

3.1. Outputs

We expect the research design to incorporate various methodologies and approaches as appropriate for the target audiences. This may include online or in person surveys, workshops and focus groups, stakeholder interviews and observations.

The following outputs will be required:

- An interim report in Word or similar.
- A final report in the format of a written report and team presentations.
- A set of research data, to be stored in a readily accessible electronic format such as Excel.

As detailed in section 2.1 we are looking to commission audience research and consultation to support three specific activities:

- Light touch review of existing data and sense checking approaches.
- Research activity with current visitors to Hunterian venues (activity 3.2.1).
- Collation and synthesis of data across the full research programme (activities 3.2.1 - 3.2.5 below) and reporting on this.

3.2. Research Programme

There are five key areas of research in the programme. These are:

3.2.1. Current Visitors (focus for this brief)

- Use existing baseline data and internal reporting.
- Undertake research on the future vision for The Hunterian.
- Test concepts and ideas on, for example: themes/concepts, key messages and stories, interpretation methods, changes to the site layout and interpretation, facilities.

This strand could include a range of methodologies and approaches and will include some activities that can be managed by The Hunterian Team, specifically in venue digital surveys and open day consultations.

3.2.2. New Audiences (Groups and Individuals)

The programme for research with new audiences will be co-designed by a panel of community partners. This will establish the research questions and approaches which may include further commissioned research.

This part of the programme will explore barriers to access (physical, sensory, economic) to the venues and test concepts and ideas on for example: themes/concepts, key messages and stories, interpretation methods, changes to the site layout and interpretation, facilities.

Areas of focus may be:

- How they think we could add value for them or support their interests, needs and challenges.
- How they might prefer to engage with us.
- How we can help address inequalities.
- Provide evidence-based insights demonstrating how the offer can be tailored for these audiences.

3.2.3. University

Research activity with staff and students at the University of Glasgow to explore interests, needs and future vision. This will include a combination of surveys, focus groups and light touch activity evaluation.

3.2.4. Schools

Research activity with local primary and secondary schools to explore interests, needs and future vision. This will include one-to-one meetings, small sample surveys and light touch activity evaluation.

3.2.5. Families

Research activity with family groups both through the public programme and community activity. This will connect closely with the Programming research planned and will focus on light touch activity evaluation.

Activities 3.3.3 to 3.2.5 will be managed and delivered by Hunterian staff teams but will need to be incorporated into final reporting.

In addition to the Audience Research Programme, there is additional consultative work planned with community partners specifically around programme and accessibility.

3.3. Out of scope

The following services are excluded from the scope of requirement:

- Planning and delivery of Activities 2–5 in section 3.2 are out of scope. Some sense checking of approach is required and data analysis and reporting on these activities in an integrated way is in scope.
- Establishing a segmentation structure or audience profiles – the research will be expected to build on existing segmentation as laid out in Appendix 2.
- A full audit of research to date.
- The establishment of a baseline understanding audiences, this work is under way and will be made available to the successful Contractor.

4. Timetable

Project set up and briefing	April 2025
Design of evaluation	May 2025
Data collection – stage 1	May–August 2025
Interim reporting	September 2025
Data collection – stage 2	September–October 2025
Analysis	November 2025–December 2025
Reporting	January 2026
Communication and sharing	January 2026

5. Quality and Performance

5.1. Equalities

An equality impact assessment has been produced and the outcome requirements will be shared with applicants. The successful Contractor must have considered in full the conclusions of the equalities impact assessment and should have clear integration of this in the design and delivery of the contract.

5.2. Roles and Responsibilities

The Contractor is responsible for delivery of research including:

- Reviewing all existing research data to build on the findings and the parameters.
- Ensuring that research activity corresponds with legislation and best practice.
- Providing reporting, presentations and feedback in clear English and with useful analysis to ensure maximum engagement from Hunterian staff.

- Management and full responsibility for all sub-contractors, for example, field workers.
- Attending all planning, operational and performance review meetings.
- Developing robust, creative and cost-effective research plans and methodologies.
- Building strong relationships with staff from key departments across the organisation.

The Hunterian is responsible for:

- Providing access to relevant existing data and reports.
- Working alongside the successful Contractor to agree on audience research priorities and process.
- Supporting the set up and delivery of in venue research and, for example, workshop sessions or focus groups.
- Ensuring all KPIs in the contract are met as required.

5.3. Performance Management

The Contractor will be named in any contract to flow from this procurement exercise. The Contractor will monitor and review the quality of the services provided and will meet with the Head of Audience Experience and Engagement to review the contract delivery.

The Key Performance Indicators (KPIs) are detailed below:

KPIs	Target
Programme 1	
Sign off of audience research plan	1 June 2025
Interim update	3 October 2025
Final report	30 January 2026
General	
Responsiveness to general queries	<= 4 days
Response to complaints in writing	<=7 days
Invoice accuracy	100%
Services completed in line with programmed timescales	>=90%

6. Implementation and Project Delivery

6.1. Project Set Up

The contract set up period will be during April 2025. During this period all elements of the research to commence in year one will be agreed between the Client and Contractor and prepared for launch.

6.2. Project Delivery

The procurement and ongoing project management is led by the Audience Experience and Engagement team including contract administration and finance.

6.3. Use of Sub-Contractors

The Contractor will act as the single point of contact for this contract. The Contractor shall be entitled to engage sub-contractors to assist in the provision of the services subject to obtaining the prior written consent of the Client.

The Contractor must detail all sub-contractors that may be required to fulfil the requirements of this contract. The Contractor will be fully responsible for all sub-contractors that are related to this contract. Where there is agreement to sub-contract any part of the Service, the Contractor

shall be responsible for the acts and/or omissions of their sub-contractors as though they were their own as per the Terms and Conditions of this contract.

6.4. Payments

The Contractor shall provide an invoice breakdown detailing the charges relating to elements of the work delivered. Invoices shall be clearly itemised with the number of days, service description and pay rate. This is not a commitment to purchase. Commitment to purchase will be made only through the receipt of a properly authorised University of Glasgow purchase order. Invoices received for work where no corresponding order exists will not be paid.

It is the responsibility of the Contractor to notify The Hunterian of any cost variance from the original quote prior to engaging in any additional work. This must be approved in writing by The Hunterian.

6.5. Confidentiality

The Contractor will assign the copyright of all outputs to The University of Glasgow for use in connection with their operations. The Contractor should clear the copyright for any illustrations or other material used. This will be a confidential document. The Client will decide on release and distribution. The Contractor may not distribute without prior consent from the Client.

6.6. Fair Work Practices

The University of Glasgow supports the Scottish Government Fair Work First approach which aims to ensure that Fair Work is at the heart of its employment practices, funding of grants and procurement of contracts.

This means:

- Appropriate channels for effective voice, such as trade union recognition.
- Investment in workforce development.
- No inappropriate use of zero hours contracts.
- Action to tackle the gender pay gap and create a more diverse and inclusive workplace;
- Providing fair pay for workers (for example, payment of the real Living Wage).
- Offer flexible and family friendly working practices for all workers from day one of employment.
- Oppose the use of fire and rehire practices.

The University of Glasgow is a Living Wage accredited organisation. To ensure the highest standards of service quality in this contract the University expects the successful Contractor and its sub-contractors (if any) as proposed to commit to progressing towards adopting the Fair Work First criteria in the delivery of this contract as part of a fair and equitable employment and reward package as a route to progressing towards wider Fair Work practices set out in the Fair Work Framework. Within the technical response the successful Service Provider will be required to provide evidence and examples of practices, relevant accreditations, policies, or action plans supporting the criteria of Fair Work.

7. Next Steps

If you would like to submit a response to this brief we would be pleased if you submit the following:

1. Experience of other similar projects.
2. CVs of the team that will work on the project.
3. A Method Statement setting out how you would approach the project.

4. Programme demonstrating how the project would be delivered including development of strategy, implementation and reporting periods.
5. Two references.
6. An overall budget for the work including VAT, any travel and subsistence expenses and charging rates for staff involved with the delivery of the project.

7.1. Selection Criteria

You will each be assessed on your capability and previous relevant experience.

We will apply the following evaluation process to all Quotes received. The Contract will be awarded based on the following:

Quality 70%

Contractors are required to provide the following in order for the Client to assess their experience.

Assessment will be based on:

- To what extent does the proposal demonstrate an understanding of the issues (including social values) related to this brief?
- To what extent are the methodology and methods appropriate to the requirements set out in this brief?
- What degree of experience does the bidder demonstrate in order to successfully complete the work?

Price 30%

Please provide a full breakdown of your cost to provide the services. This should be submitted as a separate document, titled 'Appendix A – Cost Submission'. Submission of this document is mandatory, and costs should not be submitted as part of your qualitative response. Cost will be evaluated based on the following formula: (Lowest Cost Submitted/Cost submission being assessed) x Weighted Cost Score.

The aim of the evaluation is to select the Quote which represents the best overall value for money. This evaluation will include an emphasis on quality as well as price.

7.2. Procurement Timetable

Date of issue: 10 March 2025

Proposal return deadline: 31 March 2025

Clarification meetings: 1–4 April 2025

The Hunterian will notify bidders of our procurement decision week commencing 14 April 2025 via email.

Please submit to ellen.fenton@glasgow.ac.uk by email by the deadline 31 March 2025 at 5pm. Submissions after this time cannot be accepted.