

# Request for Proposal

## Education Consultant – Relocation and Revitalisation of Museum of Watford

**Watford Borough Council (“the Council”) invites written proposals for the appointment of an Education Consultant to collaborate with the Learning and Engagement Officer and the Public Programmes and Collections Manager to develop the KS1 and KS2 education program for the Museum of Watford.**

This procurement is a low-value procurement (below £10,000) and is conducted in accordance with:

- The Council’s Contract Procedure Rules (CPRs)
- The Council’s Financial Regulations
- Public procurement principles of fairness, transparency, proportionality and value for money

This opportunity is not a covered procurement due to its low value, but the Council shall conduct the process in a fair and auditable manner.

<p><b>Background and Context</b></p>	<p><b>About Watford Borough Council</b></p> <p>Watford is a vibrant urban borough located in Southwest Hertfordshire, boasting excellent transport links with mainline connections to London. As the hub of a wider sub-region, Watford serves a population of approximately 500,000 people within a 20-minute travel radius.</p> <p>Positioned within the London commuter belt, Watford benefits from the capital’s dynamic economic influence, contributing to a strong and resilient local economy. The borough offers a unique blend of traditional market town charm and modern urban energy big enough to be ambitious, yet small enough for individuals to make a real impact. Watford is also one of the few local authorities with a directly elected mayor, ensuring consistent leadership and a clear strategic vision.</p> <p>Our values are more than just words—they are the foundation of our culture. Developed collaboratively by our team, they reflect the pride we take in our work, what drives us, and how we think, act, and engage with our community.</p> <p>At a glance</p>
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- £1.4bn local investment happening – mix of public and private funding
- 5 major development and regeneration projects happening
- 3500 registered businesses
- Higher than average working age population
- Skilled workforce
- Affordable local housing market
- Home to many major international head offices

### **About the Museum of Watford**

The Museum of Watford opened in 1981 (named Watford Museum until 2025) and is currently housed in the former Benskins Brewery Mansion. Watford Museum's collections relate to the town and Borough of Watford from prehistoric times to the present day and are made up of 40,000+ objects. The Museum predominately focuses on local social and industrial history as well as some local archaeology. The Museum has a significant Fine Art collection of local and national significance which started with the Library Collection and has been built upon through donations, bequests and externally funded purchases. The Museum also officially collects on behalf of Watford FC and now documents its extensive history through official memorabilia, fan-made work, photographs, and a large collection of official match programmes. The social history collection, among other things, encompasses items from Cassiobury Estate, toys, Victorian Watford, Wartime Watford, costume and textiles, and nightlife and entertainment.

There are currently a team of 6 staff (equivalent to 5.6 full time) and 20 volunteers and an external consultant supporting our Redevelopment Project.

### **About our Redevelopment**

The Museum is moving to the Town Hall, an Art Deco building that is at the heart of Watford's Civic life. Our Town Hall Quarter programme aims to revitalise the Museum of Watford as part of a wider flagship scheme to regenerate Watford town centre. But this project is about much more than physical regeneration: we aim to transform our Town Hall into the beating heart of our community, with a modern museum and community spaces at its core. Our bold, ambitious plan creates a cultural space to tell our stories, connect our communities and inspire our journeys ahead. Exhibits will combine treasures dating back to the Bronze Age, with stories of the Windrush Generation and present-day icons. It's about creating a space not just for storytelling, but one that sparks conversation and connection, with additional spaces for work and leisure. With the Museum of Watford in its new home, we're reimagining what regeneration can really mean for communities, to breathe renewed

energy and a sense of pride and purpose into the heart of our town, for everyone.

A CGI walkthrough of the new Museum can be found here:  
<https://www.watfordtownhallquarter.com/video>

### **Our Vision**

As well as transforming our buildings, this project will transform our team and our programme. This began by refreshing our vision to position the service as a Civic museum sitting at the heart of the community and public life in Watford.

*“The Museum of Watford will be at the heart of Watford life providing a sense of pride and belonging for local people. Through understanding Watford’s past, we will support our community to reflect on the present and shape the future.”*

This vision is underpinned by the museum’s values:  
**BOLD, KIND, INCLUSIVE and SUSTAINABLE**

The offer at the Museum will expand beyond the permanent exhibition galleries to a changing programme of community exhibitions, a formal and informal learning programme bringing our collection and its themes to life onsite and in outreach settings, a retail provision showcasing local producers and spaces which can be hired by the local community for a range of events and activities.

Our Activity Plan sets out ambitious targets for increasing the number and range of people visiting the Museum to better reflect the demographics of the borough of Watford. Key to achieving these targets is the provision of a successful formal learning programme for KS1 and 2.

In preparation for opening, the Museum now needs to plan and develop its primary school education programme. The education offer will be informed by the exhibition content and wider Museum collection and its alignment with the National Curriculum and will consist of self-led sessions, dedicated workshops, online resources, handling boxes, and outreach sessions.

	<p>The redevelopment is made possible with The National Lottery Heritage Fund, thanks to National Lottery players.</p>
<p><b>Brief and Scope of Works</b></p>	<p>The Museum of Watford has received a Delivery Stage pass from the NLHF and have commenced the capital build of the exhibition spaces and delivery of the activity plan developed as part of bid.</p> <p>At the same time, the Museum service has undergone significant transformation and is continuing to build its staffing team prior to opening. Key to the team will be a new Learning and Engagement Officer, who is being recruited currently (role due to start in May 2026) and who will develop the informal learning offer and deliver our formal and informal learning programme . We are now looking to appoint an Education Consultant, to work led by the Public Programmes and Collections Manager and in partnership with the Learning and Engagement Officer, to develop the KS1 and KS2 education programme for the Museum of Watford.</p> <p>The successful bidder shall be required to deliver the following works</p> <ul style="list-style-type: none"> <li>• Review project’s development phase consultation and project briefs, and previous teacher evaluations</li> <li>• Engagement with the Museum team to understand the Museum’s content and themes, and delivery logistics.</li> <li>• Establish how the interpretative content and collection stories align with core curriculum areas within KS1 and KS2.</li> <li>• Review draft learning policy and support its development.</li> <li>• Develop content (session plans and resources) for a series of <b>core workshops to be delivered on site</b> by the Museum team (number of workshops to be defined by consultant).</li> <li>• Develop a series of resources / worksheets which enable <b>self-led visits</b> around the galleries for schools (and other education providers) and can be accessible online.</li> <li>• Work with the Museum team to develop theme and content for <b>three loan boxes</b> drawn from the collection and responsive to the needs of local schools.</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop <b>outreach workshop offer</b> (number of workshops to be defined by consultant).</li> <li>• Develop <b>pre and post visit support resources</b>.</li> <li>• Pilot workshops and adjust them in response to teacher, student and Museum Team feedback.</li> <li>• Work with Learning and Engagement Officer to define operational and training implications of new offer developed.</li> <li>• Ensure learning outcomes for all activities created are clearly articulated.</li> </ul> <p>Out of Scope</p> <ul style="list-style-type: none"> <li>- Graphic design of resources</li> <li>- Production costs for loan boxes or replica artefacts</li> </ul>																		
<b>Timeline</b>	<p>The anticipated timetable is as follows:</p> <table border="1" data-bbox="418 1033 1360 1390"> <thead> <tr> <th>Activity</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>RFP issued</td> <td>2 March 2026</td> </tr> <tr> <td>Deadline for clarification questions</td> <td>Midnight 11 March 2026</td> </tr> <tr> <td>Clarification responses issued</td> <td>18 March 2026</td> </tr> <tr> <td>Submission deadline</td> <td>8 April 2026</td> </tr> <tr> <td>Evaluation period</td> <td>9 April – 15 April 2026</td> </tr> <tr> <td>Presentation via Teams</td> <td>21 April 2026</td> </tr> <tr> <td>Notification of outcome</td> <td>22 April 2026</td> </tr> <tr> <td>Contract commencement</td> <td>1 May 2026</td> </tr> </tbody> </table> <p>The Council reserves the right to amend the timetable at its discretion.</p>	Activity	Date	RFP issued	2 March 2026	Deadline for clarification questions	Midnight 11 March 2026	Clarification responses issued	18 March 2026	Submission deadline	8 April 2026	Evaluation period	9 April – 15 April 2026	Presentation via Teams	21 April 2026	Notification of outcome	22 April 2026	Contract commencement	1 May 2026
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<b>Budget</b>	£7,950 + VAT																		
<b>Contract Duration</b>	Completion no later than December 15 <sup>th</sup> 2026																		
<b>Key Contacts</b>	Harriet Fink: Public Programmes and Collections Manager Jo Wiltcher: Museum Consultant TBD: Learning and Engagement Officer																		

	<p>Peggy Ainsworth-Evans: Collections Manager Glasgow Hardie: Visitor Experience and Operations Manager</p>
<p><b>Tender Application Process</b></p>	<p>Please read:</p> <ul style="list-style-type: none"> <li>• This Request for Proposal document</li> <li>• Proposed Contract</li> </ul> <p>Tender submissions emailed to address given in below 'Submission Method' section and must contain the following information:</p> <ol style="list-style-type: none"> <li><b>1. Company/Individual Details:</b> <ul style="list-style-type: none"> <li>- Name of lead consultant</li> <li>- Role in organisation if appropriate</li> <li>- Name of company if appropriate</li> <li>- Trading status (sole trader/CIC/limited liability partnership/other partnership/public limited company/limited company/other – please specify)</li> <li>- Company/Charity/Sole Trader number if applicable</li> <li>- VAT number if applicable</li> <li>- Registered Website address if applicable</li> <li>- Registered address</li> <li>- Telephone number</li> </ul> </li> <li><b>2. Relevant Experience: 40%</b> <ul style="list-style-type: none"> <li>- Experience of similar work</li> <li>- Examples of work created</li> <li>- Impact/evaluation/results of work done</li> <li>- Experience of working with different stakeholders.</li> </ul> </li> <li><b>3. Methodology: 30%</b> <ul style="list-style-type: none"> <li>- The way you would expect to approach the work and methodology</li> <li>- Details of members of your team, if any, with an explanation of individual roles and responsibilities.</li> </ul> </li> <li><b>4. Programme: 20%</b> <ul style="list-style-type: none"> <li>- A proposed timetable of your work, including appropriate milestones, risks and mitigation, dates, taking into account the stakeholders to be consulted.</li> </ul> </li> <li><b>5. Cost: 10%</b> <ul style="list-style-type: none"> <li>- Costings to carry out the review, including a daily rate and work plan plus any other associated costs.</li> </ul> </li> </ol>

	<ul style="list-style-type: none"> <li>- The total cost shall be fully inclusive of all management and travel and subsistence costs.</li> </ul> <p>The Council expects a <b>fixed-price quotation</b> not exceeding stated budget unless otherwise stated.</p> <p>All rate and prices must be exclusive of Value Added Tax (VAT) and must be quoted in Pounds Sterling.</p> <p><b>6. References:</b></p> <ul style="list-style-type: none"> <li>- Two references from similar projects. Please provide a named contact.</li> </ul> <p><b>Proposals will be assessed against the following criteria:</b></p> <table border="1" data-bbox="418 823 1073 1024"> <tr> <td><b>Relevant experience</b></td> <td>40%</td> </tr> <tr> <td><b>Methodology</b></td> <td>30%</td> </tr> <tr> <td><b>Programme</b></td> <td>20%</td> </tr> <tr> <td><b>Cost</b></td> <td>10%</td> </tr> <tr> <td><b>Presentation</b></td> <td>Not Scored</td> </tr> </table> <p>Scoring Assessment criteria given below as an Appendix.</p> <p><b>*Please note that attachments and additional documentations should ONLY be provided if requested.</b></p>	<b>Relevant experience</b>	40%	<b>Methodology</b>	30%	<b>Programme</b>	20%	<b>Cost</b>	10%	<b>Presentation</b>	Not Scored
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<b>Clarifications</b>	<p>All clarification questions must be submitted via email to: <a href="mailto:Harriet.Fink@watford.gov.uk">Harriet.Fink@watford.gov.uk</a></p> <p>Questions must be submitted by the date specified in the timetable. Where appropriate, anonymised responses may be shared with all bidders.</p>										
<b>Terms and Conditions</b>	<p><b>The contract will be awarded under: Council's Standard Terms and Conditions for Services</b></p>										
<b>Insurance Requirements</b>	<p>The successful supplier must have:</p> <ul style="list-style-type: none"> <li>• Public Liability Insurance: £10 million</li> <li>• Professional Indemnity Insurance: £5 million</li> <li>• Employer's Liability Insurance: £5 million (if applicable)</li> </ul>										

	<p>The Council reserves the right to request certificates at point of contract award.</p>
<b>Freedom of Information</b>	<p>The Council is subject to the Freedom of Information Act 2000 and Environmental Information Regulations 2004. Information provided may be disclosed in accordance with statutory obligations.</p>
<b>Reservation of Rights</b>	<p>The Council:</p> <ul style="list-style-type: none"> <li>• Is not bound to accept the lowest price</li> <li>• May cancel or withdraw this RFP</li> <li>• Is not liable for bidder costs</li> <li>• May seek clarification</li> <li>• May negotiate with the preferred bidder</li> </ul>
<b>Submission Method</b>	<p>Proposals must be sent:</p> <ul style="list-style-type: none"> <li>• By email to: <a href="mailto:Harriet.Fink@watford.gov.uk">Harriet.Fink@watford.gov.uk</a></li> <li>• Subject line: “[RFP Ref] – Proposal Submission”</li> <li>• Format: PDF</li> <li>• By no later than: 8<sup>th</sup> April 23:59</li> </ul> <p>Late submissions may not be considered unless exceptional circumstances apply.</p>

## Appendix

### Assessment Score Criteria

Score	Rating	Criteria for Assessing Score
<b>5</b>	<b>Excellent</b>	Response fully meets requirements, is robust and supported by suitable and relevant evidence of experience and technical and professional ability. Furthermore, the response demonstrably exceeds or adds value above the Council's stated requirements.
<b>4</b>	<b>Good</b>	Response is robust and supported by suitable and relevant evidence of experience and technical and professional ability. It fully meets requirements.
<b>3</b>	<b>Satisfactory</b>	Response is compliant and demonstrates they nearly meet the requirements but there is some detail lacking in the response. The response has not fully met requirements.
<b>2</b>	<b>Fair</b>	The response is generic, insufficient or demonstrates limited experience and limited technical and professional ability to meet the Council's requirements
<b>1</b>	<b>Poor</b>	Wholly insufficient responses or the response given demonstrates very limited experience and insufficient technical and professional ability to meet the Council's requirements. Should any part of the submission be allocated with this score the submission may be rejected.
<b>0</b>	<b>Unacceptable</b>	Aspect not answered, has omitted information or has provided information that is not relevant and the Council is unable to determine whether the bidder possesses sufficient technical and professional ability. Should any part of the submission be allocated with this score the submission may be rejected.