

HADRIAN'S CAVALRY

MARKETING and COMMUNICATIONS DELIVERY BRIEF

Introduction

A suitably qualified and experienced delivery agency is required to provide cost effective marketing and communications to the Hadrian's Cavalry project, working closely with the marketing managers of the partner organisations. A marketing and communications strategy and plan has been prepared (available on request).

The value of this contract is £20-£24k (fixed fee). Circa £80k is available for spend on other aspects of marketing delivery. This figure excludes digital media, web presence and publication of an exhibition guide.

Branding for the exhibition has been developed and branding guidelines (available on request). The guidelines include guidance on how the branding might be used across different media. The branding does not cover detailed design guidance for marketing materials.

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 10 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 10 of the 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:

- The exhibition will explore the role of the regiments in projecting the Roman imperial image and the engaging individual and multicultural stories of cavalry regiments e.g. the Batavians, the Imperial Guard. Alongside this primary focus, the training, equipment, daily life and military operations of cavalry troopers and their horses will be presented. 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. Loans of outstanding items from national and international museums and private collections will be a highlight of the exhibition. These loans will include examples of highly decorated parade armour such as helmets and greaves. In principle offers of loans

have been made by the British Museum, the National Museums of Scotland, Aalen Museum and two private collections.

- 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 discover 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 10 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 partner museums comprise: the Senhouse Museum (Maryport), Tullie House Museum and Art Gallery (Carlisle), 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 10 different venues and across a variety of different media including web and social platforms.

The overarching concept for the exhibition is:

"Cavalry were the backbone of the Roman frontier garrisons and projected the power and splendour of Imperial Rome. Many cavalry regiments were recruited from the mounted elites of peoples and tribes across the Roman Empire. The magnificent parade armour of the cavalry troopers and their horses inspire awe and wonder today just as they did 2000 years ago."

Tullie House and Segedunum museums have large spaces through which to ‘bookend’ the exhibition, focusing on ‘big picture’ themes while locations with smaller spaces provide more detailed focus on particular elements.

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

The Hadrian’s Cavalry Marketing Group has developed a Marketing and Communications Strategy (available on request), for the Hadrian’s Cavalry exhibition in consultation with the exhibition partners. The Marketing and Communications Strategy identifies marketing and communications objectives and outcomes, key messages and target audiences. The Strategy includes recommendations for appropriate channels to communicate the messages to the target audiences to achieve the outcomes.

Branding for the exhibition has been developed (available on request). This includes guidance on how the branding might be used across different media. The branding guidelines do not cover detailed design guidance for marketing materials.

The role of the marketing and communications contractor is to work alongside the Hadrian’s Cavalry Marketing Group and the Project Management team to develop and implement a detailed Delivery Plan for the Marketing and Communications Strategy on behalf of the Hadrian’s Cavalry Project Board.

The marketing and communications contractor will take the lead role in implementing the Delivery Plan, reporting to the Hadrian’s Cavalry Marketing Group and the Project Management Team. The role includes researching and preparing costings, obtaining quotations and advising on selection of sub-contractors as appropriate to deliver the Plan. The Project Management Team is responsible for raising orders and processing payments.

The marketing and communications contractor will need to liaise with and provide information to the project evaluation team. This will include input to the final evaluation report which is due to be delivered in December 2017.

3.1 Objectives

The objectives of this marketing and communications brief are to develop and implement a detailed Delivery Plan for the Hadrian’s Cavalry Marketing and Communications Strategy.

4.0 REQUIREMENTS

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

- Meet with the Hadrian’s Cavalry Marketing Group and the Project Management Team to agree the detailed approach to the commission including the roles and responsibilities of each partner.
- Visit the museums and other venues as necessary for the purpose of understanding and delivering the marketing and communications strategy.
- Provide marketing and communications advice including reviewing the marketing and communications strategy and making recommendations to the Hadrian’s Cavalry Marketing Group.
- In consultation with the Hadrian’s Cavalry Marketing Group and with the Hadrian’s Wall Partnership Marketing Group, develop a detailed Delivery Plan for the Marketing and Communications Strategy.
- Deliver the Marketing and Communications Strategy in accordance with the Delivery Plan, reporting on a monthly basis to the Hadrian’s Cavalry Marketing Group and on a day to day basis to the Project Management Team.
- Liaise with the Hadrian’s Wall Partnership Marketing Group to ensure co-ordinated and cost-effective delivery of the Marketing and Communications Strategy.
- Undertake the following specific tasks as part of the delivery plan:
 - Plan and deliver marketing and communications campaigns
 - Lead on Hadrian’s Cavalry familiarisation briefing for site staff, TICs, local businesses, media
 - Lead on press and public relations
 - Generate and manage social media content
 - Project management of marketing and communications campaign rollout
 - Research and prepare costings including media buying
 - Obtain quotations and advise on selection of sub-contractors
 - Manage and deliver stakeholder communications
 - Evaluate and report on the effectiveness of marketing and communications campaigns
 - Liaison with and reporting to evaluation agency

- As directed by the Hadrian’s Cavalry Marketing Group and the project Management Team, incorporate the agreed branding into all marketing and communications for Hadrian’s Cavalry.
- Attend briefings and progress meetings as required with Hadrian’s Cavalry Marketing Group, the Project Board and the Management Team and visit sites and locations across Hadrian’s Wall as necessary for the fulfilment of the brief.
- Provide a programme for the work to be undertaken, monitor progress against this programme and report to the client group at regular intervals to be determined by the Hadrian’s Cavalry Marketing Group Project Board.
- Use partner and funding logos as specified by the client.
- 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 through Nigel Mills (see contact details below). Please note a copy will be required from the successful applicant prior to the award of the contract.
- The NNPA requires all of its contractors to maintain
 - Employer’s Liability insurance to a minimum value of £10,000,000;
 - Public Liability insurance to a minimum of £5,000,000 per claim;
 - Professional Indemnity insurance to a minimum value of £2,000,000 per claim.
- Undertake the contract in an iterative and flexible manner, in close consultation with the client and their partners.

5.0 BUDGET

The value of this contract is £20-£24k (fixed fee). Circa £80k is available for spend on other aspects of marketing delivery. This figure excludes digital media, web presence and publication of an exhibition guide.

The Project Management team is actively seeking additional funding for all aspects of the exhibition. This could potentially increase the available budget by up to 25%.

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. All costs must be defrayed by NNPA (to the satisfaction of ACE) by January 2017.

The deadline for proposals is 12.00 noon on Friday 3 June 2016.

If required, interviews will be held on Friday 17 June in Newcastle. The client reserves the right to appoint on the basis of the tenders only.

Information provided in the proposals must include:

- The names of all staff to be involved in delivering the brief and their roles in this project
- Relevant skills and experience of named staff including:
 - experience of devising and rolling out highly effective multi-channel multi-stakeholder campaigns
 - experience of a similar project or projects to the Hadrian's Cavalry exhibition
 - proven flexible approach to multi-faceted campaigns
 - experience in tracking campaign effectiveness.
 - experience of media buying
 - knowledge and experience of north east, north west, national and international media
- Understanding of the brief and proposed approach to delivering it
- Proposed process, programme and timetable
- An outline, costed delivery plan demonstrating how the project will be delivered and how it might be scaled if additional funding becomes available
- Description of how the campaign's effectiveness will be tracked and evaluated
- Identify and cost your approach to the design of marketing materials
- Include cost allowances for the exhibition launch
- Breakdown of costs and fees including day rates, a total estimated number of days and allocation of named staff

The proposals should also:

- confirm insurance is held, or will be in place at the start of the contract, as follows as required by Northumberland National Park Authority (certificates to be provided on request)
 - Employer's Liability insurance to a minimum value of £10M
 - Public Liability insurance to a minimum of £5M per claim
 - Professional Indemnity insurance to a minimum value of £2M per claim
- confirm the company/consultant has an Equality and Diversity Policy (to be provided on request).

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 and their associates.

The Hadrian's Cavalry Marketing Group is a sub-group of the Hadrian's Cavalry Steering Group. The Hadrian's Cavalry Marketing Group comprises staff responsible for marketing within the partner organisations and is represented on the Steering Group.

Please email Lisa Keys l.keys@minervaheritage.com to express an interest in the contract and to obtain a copy of the marketing and communications strategy and plan and branding guidelines. Nigel Mills nigelmillsheritage@gmail.com is available from 17 May to answer queries and to provide additional information if required prior to submission of proposals.

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

7.0 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. Weighting will be applied as follows: 30% price, 20% experience and skills, 20% approach and programme, 30% delivery plan.