Review of IT Infrastructure and resourcing – Project brief

Introduction

The Horniman is looking to appoint an IT specialist to carry out a review of the organisation's IT infrastructure and resourcing of the provision of IT support across the organisation.

Background

The Horniman Museum and Gardens is a leading visitor attraction in south London. The Horniman estate comprises numerous public-access buildings alongside a number where exclusively staff are based, all situated in 16.5 acres of gardens at its location in Forest Hill. In addition there is a Study Collections Centre in North Greenwich where the vast majority of objects, along with more staff are located. The Horniman, led by Chief Executive Dr Nick Merriman, is embarking on a new 10-year framework that outlines major new capital developments and a shift in programming. This new direction embraces a revised active mission 'to connect us all with global cultures and the natural environment, encouraging us to shape a positive future for the world we all share'.

Our digital roadmap must match the ambition of these physical developments, transforming, as the physical roadmap does, the vision of what the Horniman audience and staff alike can expect to experience and achieve.

A Digital Transformation Strategy and Action Plan has been developed to support the overall 10 year Framework. These provide further background information and are available upon application to anyone interested in quoting for this work.

Although specifics of the Framework are now under review following COVID-19 the overall aims and objectives remain relevant and in particular the Digital Transformation Strategy and Action Plan, with dates to be updated.

Project objectives

One of the fundamental and first steps in the Digital Action Plan is the commissioning of an external audit and health check of our digital architecture to ensure that it:

1. is fit for purpose
2. is in line with best practice
3. meets industry security and cyber security standards
4. provides adequate business continuity arrangements
5. is able to support the developments set out in the Digital Transformation Strategy and change objectives.

Project scope

The IT function is currently provided entirely in-house by a team of three, except for external support for specialist systems. It supports infrastructure over two sites: the main site at Forest Hill with 92 PCs and the Study Collection Centre based at Greenwich with 21 PCs. The two sites are linked via a leased line.

The current infrastructure/technology is described in section 5a. of the Strategy along with the software deployed. Section 5b describes the key systems that the Horniman currently uses. All applications other than the Retail System and the website are currently hosted on servers onsite.

The current IT budget, equipment used and other Digital staffing resources are set out in section 6 of the strategy.

The project will involve:

1. Meeting with the IT Manager, reviewing documentation of the current IT architecture and walk through to gain an understanding of the current architecture.
2. Discussions with other members of the Digital Transformation Group and other key stakeholders to understand some of the current infrastructure issues.
3. Carrying out a review of the current helpdesk tickets to ascertain the types and levels of issues raised by members of staff.
4. Reviewing recent Staff Survey result comments regarding how IT is viewed across the organisation and/or carrying out a separate short survey.
5. Evaluating and making recommendations to improve the efficiency and effectiveness of the IT architecture and resourcing to meet current needs and industry best practice.
6. Setting out a road map for future improvements to the IT architecture and resourcing to support the achievement of the Digital Transformation Strategy.
7. Provide outline costings for the recommendations in 5 and 6.

Project timetable and budget

It is expected that the review will commence in September with finalisation of the final report by the beginning of December.

We expect the work to take approximately 10-15 days.

Quote requirements

Please email your quote including your outline methodology, examples of experience in this area and timetable by 14 August 2020 to:

Paula Thomas – pthomas@horniman.ac.uk

Any queries can also be emailed to this address or to vpinnington@horniman.ac.uk.