

Clarification Questions and Responses

Appointment of Museum & Exhibition Designers for the Re-imagining of Boathouse 6 Project

1	<p>Could we also inquire about the following- Annex A states: "The Exhibition Designer will then assist in procuring a Design and Build Contractor to take the scheme through detailed design and delivery. Alternatively, the Works Contract will be let as a traditional contract with Contractor Design Portions. The Exhibition Design Team will remain through the remaining RIBA Stages to act as either designers or Employer Representative."</p> <p>However, in Annex B, Criteria 5 and Criteria 6 both refer to a Design and Build approach. Could you clarify whether this means that there is an opportunity for the Exhibition Designer to offer to deliver the project on a Turnkey (Design and Build) basis, i.e., taking on the responsibility for the exhibition fit-out as well?</p> <p>At the end of RIBA Stage 3 NMRN will use the Employers Requirements developed by the Exhibition Designer to procure, via an open procedure, to appoint a Design and Build Contractor to deliver the exhibition. If the Stage 1 (upto RIBA 3) designer is able to provide a design and build service, then they could tender for the Stage 4 onwards.</p>
2	<p>3) Regarding Appendix 1 - BH6 - Pro Team Tender Fees- Exhibition Designer MDT, could you confirm if we are only required to populate the tab titled Exhibition Designer and leave the remaining tabs empty? Yes, that is correct.</p>
3	<p>4) Could you kindly share the architectural drawings package for the building? Please see attached document Appendix-5 RMEM Floor Plans.</p>
4	<p>5) Please provide a breakdown of the stated £13.9m investment so that we understand how much of this is allocated towards the fit-out of the exhibitions, allowing us to design to the appropriate budget. Circa £3million, not including the fees for this stage.</p>
5	<p>6) Various elements of the scheme are mentioned in the tender:</p> <ul style="list-style-type: none"> a. The Royal Marines Experience Museum b. Special Exhibition Gallery c. Family-focused Marines-themed Laser Quest d. Dual-use Public Programming and Conference Facility <p>Could you kindly confirm whether the scope of this tender encompasses all elements (a-d), or are we solely responsible for designing The Royal Marines Experience Museum? If designing all elements, please confirm the square meters (sqm) for each component of the scheme to assist us in planning and budgeting accordingly.</p> <p>The Exhibition Designer will be responsible for item a and b The Royal Marines Experience Museum and the Special Exhibition Gallery respectively. Laser quest is a franchised model and will be developed by the specialist company.</p> <p>The dual-use public programming and conference facility refers to the auditorium and supporting infrastructure. Coordination between all interested parties/stakeholders will be required.</p>
6	<p>Additionally, please clarify expectations for the Special Exhibition Gallery – are we expected to design the inaugural exhibition for this space as part of this appointment?</p> <p>7) Could you kindly confirm the design firm behind Appendix 2 - Concept Design Document? Real Studios are behind the Concept Design.</p>
7	<p>Could you confirm if the anticipated fit out budget for the delivery has been fixed yet, and if so, could you please indicate the anticipated value? See response to Question 4</p>
8	<p>We understand the capital budget is £13.9m. Please could you provide an estimated breakdown of this sum? What is the anticipated budget for the exhibition fit-out? See response to Question 4</p>

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9	<p>For Quality Criteria's 1-6, are there any page limits, page formats, word limits or font size limits that we should adhere to?</p> <p>There are no page limits, the word limits are clearly labelled within the Quality Criteria. Please note these are limits, not targets. The font size should be minimum 10 or maximum 11 for response text.</p>
10	<p>Has Concept Design already been undertaken by another firm? If so, are you looking to re-do Concept Design, or to take it forward as it is?</p> <p>See response to Section 6. It will be discussed further with the appointed contractor alongside the project team.</p>
11	<p>Please could we receive a copy of the Concept Design as referenced in the brief?</p> <p>See attached Appendix 5.</p>
12	<p>Could you confirm if the anticipated fit out budget for the delivery has been fixed yet, and if so, could you please indicate the anticipated value?</p> <p>See response to Question 4</p>
13	<p>With reference to this Tender, we would like to confirm that this is for the Design & Supervision scope only. We believe that the Build aspect of this project is a separate scope/tender?</p> <p>This appointment (Exhibition Designer) is to bring the tenderers concept (RIBA 2) and coordinated design (RIBA 3) to completion so that the Employers Requirements can be related to Design and Build Tenderers for the Detailed Design Stage (RIBA 4) and Build/delivery (RIBA 5 & 6) stages. This appointment (Exhibition Designer) will also be the Employers Representative for RIBA Stages 4, 5 and 6 and 12month defects period.</p>
14	<p>Given that the market engagement session is happening on the 30th, would it be possible to extend the deadline by a week or two?</p> <p>The NMRN are unable to grant this request. The timeline we appreciate is expecting a quick turnaround, however we're working towards the RMEM opening in Summer 2026, as well as the potential NLHF Delivery round application in mid-November 2024</p>
15	<p>Please could you clarify what the given value of £480,000 covers - does this include fit-out or is this design fees only?</p> <p>If this relates to the figure shown in the Scope of Services Document page 1 para 1.1 then this is a figure that the NMRN is funding ahead of possible third-party funding. It is there to facilitate an expedient commencement of the project ahead of third-party funding. The £480k will fund for example surveys, and all initial fees which includes the base build professional team and exhibition designers fees for the initial stages.</p> <p>This contract is for design only. There will be a separate design and build procurement process.</p>
16	<p>Are there any special listed elements within the Boathouse that we need to design around? i.e artefacts that cannot be moved or replaced?</p> <p>Primarily the structure of the building including the ground floor which has a part wooden block floor and new base build interventions. We would anticipate that this would be explored in conjunction with the multi-disciplinary professional team post award.</p>
17	<p>Do the materials we are selecting during the design process need to meet any certain or specific regulations? i.e fire retardancy regulations etc</p> <p>This is a public building so yes unless there is an agreed derogation the exhibition will be subject to extant building regulations etc.</p>
18	<p>Are there any restrictions in fixing objects to the Building? i.e wall, floor, ceiling fixation restrictions due to the building's Grade II listed status.</p> <p>This is a Scheduled Ancient Monument and listed building so of course there will be restriction as with all such significant buildings. We would anticipate that this would be explored in conjunction with the multi-disciplinary professional team post award.</p>
19	<p>Do you have a CAD model or drawing of the existing building space that you are able to provide?</p>

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	Please see attached as Appendix 6
20	<p>Can you confirm that as part of this tender, the scope will exclude the tenderer providing media content? i.e graphics, video, music etc</p> <p>The RIBA Stage 3 is to include the Employers Requirements for such things to fulfil the client and designers' aspirations for the exhibition but the physical content will be developed by the RIBA 4 onward Design and Build Contractor. So, at RIBA 3 the appointed Exhibition Designer will be required to provide a performance specification for the entire exhibition.</p>
21	<p>May we include images with the three project examples (Section 6 of the questionnaire)? If so, is there a limit on the number of pages of images?</p> <p>Yes, you're welcome to do so, as you're welcome to separate Response to Quality Evaluation Criteria onto a separate document if it is easier to present images in relation to the criterion questions, as we appreciate our responses boxes are quite restrictive.</p>
22	<p>Section 7.6 is not applicable to our field of business. May we leave this blank?</p> <p>-Please state N/A in the response box.</p>
23	<p>Please may clarify sections of the Supplier Questionnaire and Evaluation Response in ITT as follows;</p> <p>Query 1 - p35 section 6 question 6.1</p> <p>You're welcome to provide reference in Section 6 of the SQ and then in Criteria 1, as in Criteria 1 you're able to expand on this reference in relation to our scope of requirement. As Section 6 is merely a professional reference for the NMRN.</p> <p>Query 2 – p43 Quality Section - Criteria 1 (examples of projected completed with £1m budgets)</p> <p>We welcome a proportionate number of examples in relation to your response for this Criteria, the word limit is just that, it is not a target.</p> <p>Query 3 – p43 Quality Section – Criteria 2 (quality of method statement and approach) Please clarify point L, supporting the NMRN post opening, what are you looking for here?</p> <p>This refers to supporting NMRN responding to visitor feedback where it concerns the fundamental design building blocks / principles post-opening.</p> <p>Query 4 – p43 Quality Section – Criteria 4 (understanding the brief)</p> <p>Can you clarify what you are looking for in the summary</p> <p>Bullet 2 asks for 'immersive' can you expand please.</p> <p>Please refer to the PowerPoint about the distinction between immersive exhibitions and immersive experiences – both have applicability in the Royal Marines Experience Museum.</p> <p>The final sentence feels like there may be a section missing, can you confirm please,</p> <p>This is a typo and should be 'creative input'</p>
24	<p>Please could you provide an overview of what assets you have that will form the exhibitions - for example any craft, artefacts, etc.</p> <p>We can confirm there are no proposals for very large objects such as Helicopters, Boats or Planes within the exhibition space, the largest object confirmed (at time of writing) is a RIB style craft. There will be elements within the exhibition of different conflicts, training, Royal Marines Band Service, the Victoria Cross medals, however there is not a defined list as we anticipate this being developed in tandem with the proposed exhibition design.</p>
25	<p>2.Under 'exhibition designer' can you confirm who you expect to be on the design team for RIBA stages 2 and 3. Can you confirm which skills from this list you expect for RIBA stages 2 and 3. For example:</p> <ul style="list-style-type: none"> - •3D Designer (lead) - •2D Designer - •Lighting Designer - •AV Content Designer - •AV Hardware - •Sound Designer - •Mechanical Interactive Designer - •Digital Interactive Designer - •Interpretive Specialist - Please include this skill-set.

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	We would expect respondents to use their professional judgement to construct a team that delivers for our ambition as outlined in the presentation and the concept design document.
26	Are you expecting a project manager, quantity surveyor and principal designer to be included within the 'exhibition designer' team? The Project Manager and Quantity Surveyor will join as part of the Project Team which is detailed within the Project Execution Plan.
27	Do you have content/objects for the Royal Marines Experience Museum and does the content have existing conservation grade showcases or will new showcases be required? See Response 24 for objects. The History of the Corps Gallery and the Special Exhibition Gallery will be the prime locations for objects (we classify props separately – they have different display requirements) and will have the correct advanced conservation and environmental management systems, and yes, conservation standard showcases will be required.
28	Do you require an interpretation consultant to write the narrative and co-curate with an NMRN curatorial team? Please include this skill-set.
29	Can you confirm the expected area in square meters of the following spaces: The Royal Marines Experience Museum. Special Exhibition Gallery. This information is provided in the Concept Design Document.
30	With reference to Criterion 2: Quality of method statement and approach, please could you confirm whether the risk assessment and summary programme would count towards the word limit? You're welcome to separate them as appendices to your submission, but they must be submitted as a compliment to your written response to reinforce this, and appropriate referenced within it.
31	With reference to Criterion 3: Relevant Skills & Experience, the requirement to provide "an example of a similar project, preferably in a heritage setting, and relevant published work/examples of other projects" is identical to that in Criterion 1. May we therefore omit this from our response to Criterion 3? We are content with a single set of examples, one hero and supporting projects, providing they address / illustrate both Criterion 1 & 3 and the majority of the portfolio hit the £1M+ budgets.
32	Please can we have a copy of the Market Engagement Day? This is within the 'Additional Documents List' as requested by emailing tenders@nmrn.org.uk or sent in clarification updates.
33	Can you detail more about the temporary exhibition space? The Special Exhibition Gallery will be an extraordinary and compelling space. At 400sq metres it will be one of the biggest temporary exhibition spaces outside of London and its contemporary and flexible design, inside the Grade II* listed Boathouse 6 overlooking the Scheduled Monument and Grade 1 Listed Mast Pond. It will be an incredible setting for exhibitions that reflect the soul of a seafaring nation and which tempt new and different audiences to engage with maritime heritage. It is located on the First Floor will have movable walls to enable the NMRN to either put on or host touring exhibitions within it.
34	What is the budget of the exhibition from the overall budget for the RMEM We have yet to split this out – but the RMEM is the prime audience driver of this project.
35	Do you foresee the exhibition design team working with the architects for this project? Yes, the intention is they will be working in tandem to fit the existing concept design provided within additional documentation pack.
36	The concept design that has been provided, is there scope to change? Both in regards to the content that is already stated and the layout? The split between the ground and first floor responds to the parameter of the building. The layout, flow and interlocking nature / journey / narratives of the Royal Marines Exhibition Museum galleries, experiences and exhibitions, has been closely worked through with our key stakeholders and therefore any changes would incur delay and potentially a loss of focus which the project is ill-able to afford so we're not anticipating making any substantive changes. Movement between the boundaries of the 'immersive' space, particularly the 'pulsed' area, is

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	something we would discuss of the commercial case was clear. Challenging where we have a static exhibition for one more immersive is within scope.
37	<p>In the tender you've mentioned if bidders are able to do Design & Build, is the intention still to run a separate procurement for this?</p> <p>That is correct, the purpose of that question is to get an understanding the this, as it will help inform the NMRN going into the procurement for the Exhibition D&B. NMRN is aware that the requirement / ambition for immersive exhibitions and experiences means that in the D&B response there may be the need for sub-contractors.</p>
38	<p>Does the RMEM feature in your current Branding Development?</p> <p>Yes, the work is being undertaken by Johnson Banks.</p>
39	<p>Are we able to access information regarding your current Royal Marines collection, or available imagery?</p> <p>Yes that is possible, please see the links below;</p> <p>NMRN Collections Portal- https://collections.nmrn.org.uk/search/simple</p> <p>Royal Navy Imagery- Royal Navy Image and Video Archive (mod.uk)</p> <p>Defence Imagery- Home Page - Welcome to Defence Imagery, where official Royal Navy, Army, RAF, and Ministry of Defence images and videos are available for download. (mod.uk)</p>
40	<p>To be clear, are you asking for us to undertake RIBA Stage 3 only, or do you want a redesign/re-do of RIBA Stage 2 as well?</p> <p>RIBA Stage 3.</p>
41	<p>Why does the Appendix 1 tender fees have a duration of 4 weeks (RIBA Stage 2) plus 21 weeks (RIBA Stage 3) when the delivery needs to be complete for November 2024?</p> <p>We are unclear as to what this query means – the drop-dead date for NMRN is 21 November 2024 as this is the submission date for the NLHF Delivery Round application. The detailed project plan working back from that date will be agreed post award.</p>
42	<p>Yesterday's meeting confirmed that after the NLHF application in November, you will be proceeding at risk through Stage 4a while you await the NLHF decision. Are you expecting the exhibition designer to also proceed at risk, or will fees be secured for that phase so that we can continue working on Stage 4a?</p> <p>NMRN has secured a drawdown from our Board to support the development of this project. We would not expect contractors to work at-risk.</p>
43	<p>Which of the following services do you expect to be part of the Exhibition Designer's team? Are any of the following services going to be appointed directly by NMRN or form part of the architectural base build team?</p> <ol style="list-style-type: none"> 1. Project Management 2. QS 3. Structural engineering 4. M&E 5. Fire 6. Acoustics 7. Specialist exhibition lighting 8. AV software design 9. AV hardware consultancy <p>1 – 5 form part of the Architectural Professional Services Team. 6 – 8 please refer to Q25.</p>
45	<p>We didn't seem to be sent or find the Appendices mentioned at the Market Engagement Day</p> <p>These documents are by request only, as the NMRN under the PCR2015 Regulation publicly advertise their notices, however we wished to retain document control on project sensitive materials such as the PEP and Scope of Services, as well as building and exhibition information. These appendices will be sent to all those who attended the market engagement day, and those who email tenders@nmrn.org.uk to request them.</p>

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	As with this it helps us understand those interested and able to send clarifications as well.
46	<p>Can you expand further on the intended use of the conference facility? You have stated previously during clarifications that the dual-use public programming and conference facility will require coordination between all interested parties/stakeholders. Can this be expanded on regarding the parameters for coordination? e.g. operations, reservations, AV support?</p> <ul style="list-style-type: none"> - Majority of this will be handled internally by the NMRN.
47	<p>Can we see the feasibility study by Steensen Varming (as referenced in Appendix 2)? Insight into environmental efficiencies will play a key role in the scope of design.</p> <p>The Steensen Varming has not been concluded as the Base Build Design Team are currently being procured. The energy efficiency and carbon reductions will be determined during the pending RIBA Stages and affordability.</p>
48	<p>To better understand the site's broader attraction and marketing strategy, can you provide us with any information regarding the development across the Portsmouth Historic Dockyard in the next 2-5 years?</p> <ul style="list-style-type: none"> - The Royal Marines Museum is the main development within Portsmouth Historic Dockyard in that time period stated above. We would not be able to share details of our partners from MRM or PHQ.
49	<p>References are made in the concept design report, where several project outcomes stated by site partners refer to communications and promotion of Boathouse 6 and its storytelling with other stories told across the site (Mary Rose, for example). Will there be a role to identify and define how such stories and messages are told across the other site assets during RIBA Stages 3&4? Can you verify if this work is within the current scope.</p> <p>No, this is not within scope.</p>
50	<p>Do you have an overall model for visitor flow, timings, for both the museum and the site so we can understand dwell time and visitor numbers?</p> <p>This will be shared with the winning bidder as part of the project as it is not a key focus at this stage.</p>
51	<p>Can operational information be provided in more detail regarding the Laser Quest space? Ticketing? Footfall and flow management? Queuing?</p> <ul style="list-style-type: none"> - This is handled by an external company who will manage the design and fit out of this space. Ticketing will come under the Portsmouth Historic Dockyard planning.
52	<p>Are RealStudios also bidding on this phase of work? We ask due to understanding their involvement in the initial feasibility. Are there other agencies bidding who have been engaged in the current phases of delivery?</p> <ul style="list-style-type: none"> - Real Studios are welcome to bid as part of an Open Procedure ITT, we cannot disclose if they've expressed interest due to confidentiality as part of the process.
53	<p>Within the concept design report, the Chairman of the Portsmouth Naval Base Property Trust refers to local and digital outreach activities. Does the design solution need to consider on-use as part of a separate outreach programme.</p> <p>No it does not.</p>
54	<p>You have a worked-up design concept already - are you asking the designers to respond to this and use it as the basis of the concept or to create a new design?</p> <p>Correct as the concept design has been agreed with key stakeholders involved in this project who have agreed to this concept design. Further discussions will only be held with appointed contractor alongside the project team.</p>
55	<p>2. Real Studios worked up the design you have - what is their involvement going forward - as a design team would we be working with them?</p> <p>The appointed Exhibition Designer will work with the appointed Architects to work through the design based upon the Concept Designs by Real Studios. They are welcome to bid as part of this process.</p>
56	<p>Please can we request dog files of the existing buildings and a 3D model if available?</p> <ul style="list-style-type: none"> - The Appendix 6 provided by Dannatt Johnson sent by the NMRN should be sufficient for this tender.
57	<p>P35 – section 5 Economic and Financial standing - point 5.3</p> <ul style="list-style-type: none"> • As a new company without audited accounts what information are you looking to see in the financial forecast? See Section 5.3a & b as we would like to see that the financial standing of bidders we would be

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	<p>working on this project of critical importance to the NMRN and our stakeholders have the secure finances to meet this project until completion for Summer 2026. As the NMRN would need reassurance that the risk of</p> <ul style="list-style-type: none"> • What level of funding would be acceptable from owners or the bank to meet this requirement? • Can you clarify what would be acceptable as 'alternative means to demonstrate financial status' <p>P42 – Section 8 Credit Rating – point 8.1a</p> <ul style="list-style-type: none"> • As a new company a credit rating is not available, what others mean would be acceptable? <p>Clarification question 28 answer. This is a pass or fail, please just say no, and give context to your response i.e. you're a new formed company.</p>
58	<p>Can you confirm that this is not the actual copy for panels rather the overarching narrative?</p> <p>Correct</p> <p>Will this be based on the narrative you have already produced?</p> <p>See answers relating to the Interpretation Specialist.</p>
59	<p>To enable bidders to develop the response to Criterion 4, would it be possible to receive a digital copy of the exhibit model featured within the Concept Report?</p> <p>- All relevant documents for this project have been shared in the Appendix's.</p>
60	<p>Based on the clarifications, please confirm that you are only seeking professional fees for the enhancement of RIBA 2, and RIBA 3 at this stage and therefore, bidders are only required to complete lines 14 and 15 within the tender fee sheet (with any accompanying breakdown)? Our professional fees would vary depending on the final delivery model selected and therefore fees supplied for RIBA 4 would be indicative only at this stage pending final contract type and scope.</p> <p>The NMRN believe it would appropriate to price stages 4, 5, 6, and 7 on the basis of being the employs representative overseeing the design development, delivery and advising NMRN on the production of RIBA 4A (Detailed Design), procurement of packages (RIBA4B), Delivery (RIBA 5), handover (RIBA 6) and in-Use (RIBA 7).</p>
61	<p>Please confirm that you are happy for bidders to translate the questions for the project examples and Criterion 1-6 into our own document templates as long as word count limits are broadly observed?</p> <p>Yes, this is stated in Annex D of the ITT document you're able to do so but only the Evaluation Response to the Criteria section.</p>
62	<p>Please confirm whether or not additional material exists to supplement the current Concept Report to reflect full RIBA 2 designs? Could we get sight of this material, if possible?</p> <p>All relevant documents for this stage of the project have been shared in the Appendix's.</p>

Submission Deadline: 14th June 2024- 1200 Midday

Tender Responses should be submitted in an electronic format addressed to:

tenders@nmrn.org.uk