



Invitation to Tender (ITT)

Aircraft Carrier Experience Upgrade

Fleet Air Arm Museum

The National Museum of the Royal Navy

RNAS Yeovilton

Ilchester

BA22 8HT

Annex A 2: EXHIBITION BRIEF

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Annex A 2: EXHIBITION BRIEF

Exhibition Brief: Aircraft Carrier Experience Upgrade

1. Creative Response for ITT ‘Carrier Experience’

We want the upgraded experience to amaze and inspire our visitors. We must provide an extraordinary and enriching day out, leaving our visitors in awe of what they have experienced and eager to return.

We need to surprise, amaze and awe inspire our visitors and provide a new offering that is extremely marketable that brings the story of the Royal Navy to life, is attractive to a local audience as well as visitors from further afield, and in particular appeals to children and young people aged 8- 14 years old.

The new experience will immerse our visitors in the excitement and thrill of carrier flight and will be a fun and engaging way to learn about the complexity of carrier operations. However, it *should not* provide a detailed chronology or technical understanding; nor should it focus solely on Ark Royal (as per the current design). Instead, the upgrade will refresh the arrival and the audio-visual flight deck experience, to make the most of its scale = and our incredible aircraft. Visitors will then find out about carrier operations and the vital work of the Royal Navy (FAA) through interactive displays, ending in the experience chamber, bringing the story to its conclusion and teasing visitors with a vision of the future.

This will create a compelling narrative showcasing the Fleet Air Arm’s ‘Air Power from the Sea’ in past, present and future. It will connect the heyday of jet aviation to the operations and deployment of the Queen Elizabeth Class carriers and F35 aircraft which will be the heart of the Royal Navy from [2021] onwards. It will provide a fun, and unforgettable visitor experience, inspiring for all, but especially targeted towards the enjoyment of children and young people.

Tenderers should draw upon the existing story, master narrative (Annex A7 / A8) and future ‘vision’ document, as well as working with the Museum’s staff – to really drive the narrative to break out of the current ‘Ark Royal’ centric timeline and put the current and future carrier operations centre stage

We envisage the experience being shaped around immersive and interactive AV elements but have no specific allocation within the budget for this element to cover all content creation and all hardware. We ask for a design response that explores this idea, grabs visitors’ attention and does the following:

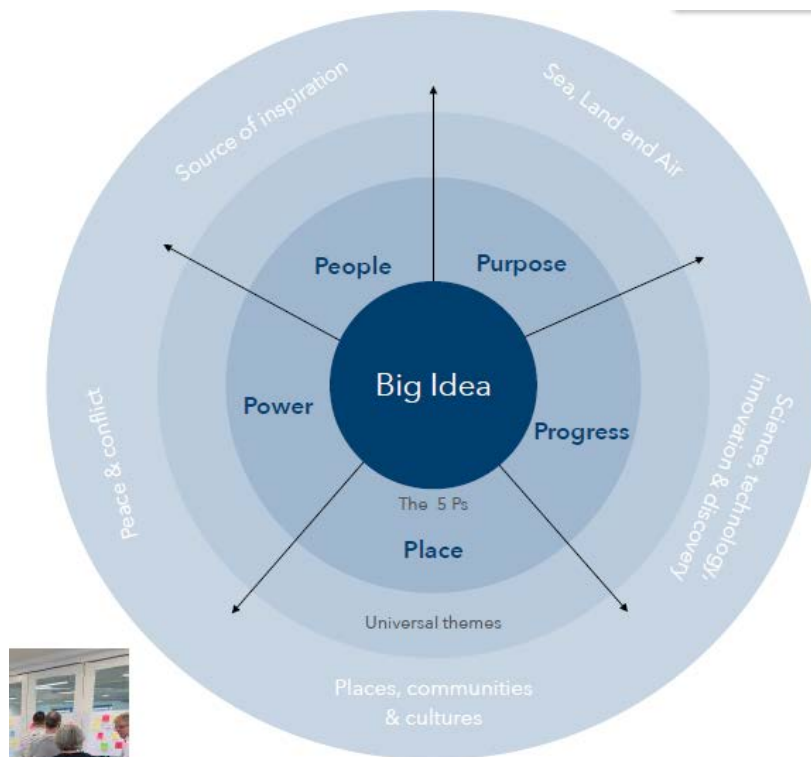
- a. Suggest a compelling narrative which demonstrates a clear link to our master narrative, connects visitors to themes as identified in section 2 and helps visitors, and in particular young people understand the past, present and future of carrier operations and why they are vital.

- b. Suggest an exciting visual and an audio approach blending immersive spaces and interactives
- c. Outline use of different digital media demonstrating innovation (e.g. VR, holographic projection, immersive experiences, interactive experiences) and includes proposals on hardware. Tenderers must be clear on any sub-contractors who will deliver some of this element, examples of other immersive interactive experiences could be used to demonstrate innovative concepts.
- d. Propose a non linear way to help visitor's transition from the reality of the 1970s approach to carrier operations through the present leading to the future of carrier operations in an inspiring and engaging way.

2. Overview, Messages and Themes

The aircraft carrier experience was created with the intention of showing naval aircraft in their natural home, the aircraft carrier. The current exhibition is an immersive AV experience depicting a core element of the Fleet Air Arm – providing air power from the sea.

Although this gallery will focus on the story on Carrier Aviation it still needs to tell parts of the Fleet Air Arm's Story and wider Royal Navy's story as set out in the respective **appendices 7 (FAAM Narrative) and 8 (NMRN Narrative)**. The diagram below shows how the Master Narrative connects with our universal themes.



The story of the Fleet Air Arm, and by extension the Aircraft Carrier, has the potential to comprise of multiple woven threads, which underpin our organisational interpretive messages, and stretch across the wider history of the Navy and other military branches. Core messages relevant to this brief are:

- **The Royal Navy operate on the sea, under the sea in the skies and on land**
- **The Royal Navy is relevant to everybody today**
- **The Royal Navy maintains a fleet of ships, submarines and aircraft.**

The submissions should show an awareness of the themes and how they connect into the museum site more widely. Themes for inclusion are:

2.1 - Modern Day Carrier Aviation

For the Royal Navy, Aircraft Carriers have come back into the forefront of the British Public's minds with the deployment of HMS Queen Elizabeth and HMS Prince of Wales. This, alongside the new F-35 Lightning aircraft, means that there is more public interest and awareness about the work that the Royal Navy and the Queen Elizabeth Carrier Strike Group are involved with.

2.2 - The Future of Carrier Aviation

Technological Innovation has consistently been a strength of the Royal Navy, and as a museum it would be important to consider the future of carrier aviation as part of this project. At the very least having the flexibility to update the carrier story to reflect technological advances within the coming years would be valuable, with Unmanned Aerial Vehicles and Uncrewed Service Vessels being several of the foreseeable technological advances on the horizon.

2.3 - Development of the Aircraft Carrier

As, fundamentally, an airfield at sea, the Aircraft Carrier was developed to extend the reach of aircraft around the globe. Within the museum's reserve collection sits the only surviving substantially complete seaplane lighter, which was used during World War 1 to support seaborne aircraft operations.

Over the last century, the design, requirements and usage of aircraft carriers have significantly changed. From wartime support to strategic and political muscle, the aircraft carrier as a concept has varied to suit the needs of the Royal Navy at the time. The Museum's aircraft and wider collection demonstrates and mirrors these developments, but this could be drawn out in a more interactive way.

2.4 - The 'Hey Day' of Jet Aviation

The narrative of the current carrier experience focuses on the 1970s Ark Royal and the 'Hey Day' of jet aviation. This is a significant aspect of the carrier story, but not the only aspect and not truly reflective of modern day advances in technology.

In addition, the Royal Navy say the following about the current Queen Elizabeth Class Carriers: -

Much has been said about the HMS Queen Elizabeth. But some key facts get lost in the noise. Like the reality that the UK is an island nation – something that affects the livelihood of every single person living in Britain. And that, despite all the advances in technology and air travel, 95% of Britain's economic activity depends on the oceans.

To question why the UK needs an aircraft carrier is to ignore the realities of being a significant player on the global stage with peacetime, wartime and humanitarian responsibilities. It's to disregard the power that a statement of intent makes, the engineering achievements of modern day British shipbuilders – and the long-term benefit that comes with protecting the waters that Britain depends on for its prosperity, resources and raw materials.

When all is said and done, how does a country show it is serious about its plans and ambitions? This is the driving question behind any aircraft carrier. Because an aircraft carrier backs up the words of its leaders with an indisputable presence – and, when necessary, action.

With that in mind, the Museum too needs to be ambitious in the way it tells the next chapter and story.

3. Vision and interpretive approach:

The vision for this upgrade redevelopment is as follows:

The updated Carrier experience will provide an immersive, engaging and awe inspiring experience for our target audiences (including older people visiting off peak and local people and especially families with children aged 8-14 years old) to deliver core messages about the role of Carrier, naval flying and the Royal Navy in general. The experience will drive up footfall to 100,000 per annum (daily maximum of 1000 post pandemic).

To achieve this we want a fun interpretive approach which inspires visitors to learn about carrier operations delivering learning, behavioural and emotional, outcomes around the wider story of aircraft carrier operations. This is an exciting a story marked by drama, discovery and on-going endeavour in which people are key.

We also require an approach based on accessible design which removes barriers to engagement for people with protected characteristics.

Interpretive approaches will include

- AV, digital and physical interactives.
- An immersive AV experience (The Museum is especially keen to explore 3d mapping, augmented reality, holographic projection). We would also like to see early in the design process and as part of the tender submission an idea of which companies you would use to deploy certain styles of interpretation and AV (even if just an indication prior to contract).
- Text, visual and other provocations to promote active discussion and playfulness.
- The faces and voices of those involved in construction, commission and conservation.
- Personal stories with relatable experiences using empathy and humour.
- Cased artefacts.

- Large artefacts on open display.
- Tactile display of material arising from conservation work on the ship.
- Attractive and easy to absorb text and graphics.

We are very keen to explore your approach to interpretation during the tender stage. An overview of what skills you draw upon from within your organisation and from expertise through partners is important to our understanding of your submission.

The gallery must create flexible spaces to support:

- Activity and performance
- Seasonal events programming
- Active in-gallery formal learning
- Physical accessibility for those with restricted mobility, sensory impairments or neurodiversity.
- Safeguards to mitigate future restrictions or a capacity control.
- Longevity of around 12 years - an eye on the future must be part of this redevelopment plan as well as the ability to rotate and refresh the aircraft and other large objects on display

This project is a refreshment and therefore, there is the opportunity to reuse and repurpose. The key areas for attention are the **Island and Experience Chamber**, but other areas requiring refreshment are the **Arrival Corridor and Helicopter Transfer**. Our existing **Flight Deck Experience** has potential for re-purpose, although we see mass development in this space as part of a future phase. Our expectation is that development will be within the current layout and fabric of the existing buildings / displays. However, submissions showing innovation and challenge to this presumption are encouraged as part of the projects key aims.

4. Objectives and outcomes, the objectives of the exhibitions are:

- To update the story of and the media which tell the story of aircraft carriers.
- To connect visitors with the story of Carrier and the role it plays for the Royal Navy and the nation, delighting existing audiences and providing a draw for new audiences.
- To promote enjoyment and understanding by children and young people in the work of the Royal Navy and in particular, carrier operations.
- To offer a socially, intellectually and physically accessible experience.
- To provide an arena for events, activities and performances.
- The upgrade must provide a fun, and unforgettable visitor experience, inspiring for all, but especially targeted towards the enjoyment of children and young people.

These will have been achieved if the following outcomes are delivered:

Learning outcomes

- Increased understanding of Aircraft Carrier operations and their importance to the wider Royal Navy.
- Understand that flying at sea is more difficult and dangerous than on land.

Behavioural outcomes

- Be motivated to discuss their understanding of aircraft carriers within the wider context of the work of the Royal Navy with others
- Visit for the first time and/or make return repeat visits to engage in the experience again
- Visitors want to find out more about FAA and RNAS, in particular Carrier development and what the Royal Navy are doing now tactically.
- A dwell time of 45 minutes or longer in the Carrier Experience and an overall increase in dwell time across the museum.

Emotional outcomes

- Be amazed by the scale of carrier operations and the carrier experience at FAAM
- Feel transported onto the flight deck of an aircraft carrier or when touring the island.
- Feel connected through personal stories and encounters

We will know if we have been successful if we see the following:

- An increase in understanding of the air craft carriers, the role of the Royal Navy
- An increase in visitor satisfaction overall and in particular from children and young people aged 8-14 years old.

5.0 - General Expectations

5.1 - To provide visitors with a realistic representation and experience of a Royal Navy aircraft carrier and its command centre [the Island] that is exciting, innovative, immersive and fun. This should not necessarily be period specific but should add relevance to past generations of the Fleet Air Arm in the context of the service today and moving forward.

5.2 To provide opportunities to explore the themes and narratives physically and through playful interventions.

5.2 - To provide a backdrop that enables optimal opportunities to rotate the aircraft and other appropriate artefacts that are displayed on the flight deck (we appreciate the flight deck is not a main consideration but in case of conceptual challenge). This would suggest the capacity to alter the timeframe [e.g. through projection] so a number of possible flight deck layouts are achievable (potentially).

5.3 - To provide a refurbishment programme for the current Island façade which should bear in mind that this is an upgrade rather than a complete overhaul of the exhibition space.

5.4 - To provide a presentation of flight deck activity that envelopes the visitor in the experience socially, intellectually and as physically accessible as possible.

5.5 - To provide an Island Tour experience that is realistic and address the following requirements:

- Take no longer than 20-30 minutes on average.
- Allow visitors to move at their own pace.
- Allow visitors to opt out of the tour en route should they wish/need to do so.
- Engage the visitor in a variety of ways.
- Enable a clear understanding of behind-the-scenes operations on an aircraft carrier.

5.6 - To provide an entrance to the Carrier Experience, both from Hall 2 and then on to the Flight Deck, that is enticing, engaging and raises expectations.

5.7 - To provide an environment that can be deployed and exploited to provide formal and informal learning activities and other Museum outcomes such as programming. An environment that encourages staff or volunteer engagement is desirable.

5.8 - To bring the Carrier Experience format into the 21st century and lay the foundations for any future development of this exhibition space.

5.9 – The Museum has the opportunity to develop a partnership with a key stakeholder who has supplied an exhibition structure that could be used in the new development. It is important we consider how this can be used so that the partnership can be fostered and developed as part of the refurbishment and upgrade.

6.0 Audiences

Somerset is the home of top attractions such as; The Roman Baths, Weston Sand Sculpture Festival, Kennet & Avon Canal, Cheddar Gorge & Caves and Weston-Super-Mare Beach. There are circa 80 museums in Somerset and attractions such as Haynes International Motor Museum, Stourhead House, Montacute House and Barrington Court, which are some of the most visited locally. We also have in our region Technological/Science Museums such as Bristol Aerospace, who also have a similar aviation theme.

FAAM's narrative also aligns it with the broader military and aviation attraction sector. Locally this highlights The Tank Museum, Bovington (1 hour); Museum of Army Flying, Middle Wallop (1.5 hours); the Helicopter Museum, Weston Super Mare (1 hour); and The Keep Military Museum, Dorchester (45 minutes) as some of its closest direct competition.

FAAM's Position in the South West allows it to take advantage of the following demographic and catchment potential: -

Domestic Overnight Tourism (19m visits and total expenditure of £4.3b)
Leisure Day Visit Market (252m visits and total expenditure of £8b)
Tourism Day Visit Market (148m visits and total expenditure of £58.6m)

In addition the FAAM local market (defined as within an hour drivetime) is estimated at 6. 5m.

To drill down further into in potential audiences from the South West Region, and in particular the local day trip market, data is being sourced from the Audience Agency, Audience Finder Tool. This breaks the market into segmented audiences based on attendance, engagement and participation with arts and cultural activities; and maps it against mosaic consumer classifications. The data set for the South West¹ defines the total adult population of the target area as 4,664,150, (adults 15+ estimate 2016). This expands beyond out target area of 1.5 hour drive, but provides indicative information on potential audiences within that area.

The most prominent Audience Spectrum segments are:



Trips and Treats (21%) –Suburban Households, often with children whose cultural activities are usually part of a day out or treat. Market size c979K.



Dormitory Dependables (18%) – Regular but not frequent cultural attenders living in city suburbs or small towns. Market size c839K.

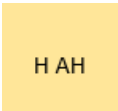


Home and Heritage (17%) – Conservative and mature households who have a love of the traditional. Market size c792K

The most prominent Mosaic classifications are:



C Country Living (14%) – Well-off owners in rural locations enjoying the benefits of country life. Market size c652K.



H Aspiring Homemakers (12%) – Younger households settling down in housing priced within their means. Market size c559K.



D Rural Reality (11%) – Householders living in inexpensive homes in village communities. Market size c513K.

FAAM has a sufficient local audience which grows significantly during holiday periods in line with the local visitor economy. We need to re-ignite enthusiasm amongst that local audience while at the same time continuing to be a ‘first intention’ to those visiting the local area. The ability to attract a family audiences of locals, day visitors and the overnight market is important to future success. The Carrier development is seen as key to setting FAAM apart from competitors while at the same time re-igniting interest amongst the local populace in our story and available experiences. The Carrier development should look to target both the audience spectrum as well

as mosaic classifications. Offering programming and experiences that appeal to those looking for trips and treats, at the home and heritage audiences as well as those living in a country or rural reality is key to future success and growth.

The nation's exit from the current pandemic in 21/22 also presents an opportunity for FAAM to capitalise on what will be potentially a thriving visitor economy, as people are finally released back into normal civilisation. FAAM's performance and visitation based on our first re-opening in August 2020, gives encouragement and optimism as we look to the future. A development on the scale of 'Carrier' for 2022, allows significant opportunity to capitalise on what we be a busy time for the visitor economy in our region.

7.0 – Interpretation and Writing

We expect the contractors to develop the interpretive approach and the narrative of the visitor experience, including the refinement of the exhibitions themes, sub themes and the specification of graphics panels, working closely with our team. We will write any text required with the contractor acting as the editor for any text produced. We require the contractor to write or subcontract a writer to develop the script and direction for the immersive experience.

8.0 – Access and Equalities

We wish the Carrier experience to be accessible as possible for all and thus we require the consideration of access for people with physical disabilities, sensory impairments, neurodiversity as well as ensuring we provide an inclusive experience across the spectrum of protected characteristics. We are serious about our obligations, legal and ethical to ensure that any changes we make within the galleries improve access, enjoyment and overall participation for all.

We expect the contractors to take an innovative approach to access to ensure the experience is active and vibrant for all audiences, integrating universal design principles, making appropriate use of mitigation and reasonable adjustments, where necessary, but crucially to embed access and equality in the designs from the start.

9.0 – Repurposing AV Hardware

The Museum has a number of very dated and obsolete hardware across the existing experience. We very much see that much of this kit cannot be re-purposed. However, a small number of items could be re-purposed. These include: -

| | |
|-----------------------|----------------------------------|
| Flight Deck | (Buccaneer and Phantom hardware) |
| Projectors - | Vivitek DU5671 x 2 |
| HDBaseT Receiver - | SY-HDBT-100 Slim Receiver x 2 |
| Computer Control Room | (Buccaneer and Phantom hardware) |

Media Player - BrightSign LS3 (LS423) x 2
HDBaseT Transmitter - SY-HDBT-100 Slim Transmitter x 2