

Invitation to Tender (ITT)

**Invitation to Tender for the Design, build and installation of new interpretation on board HMS Warrior, Portsmouth.**

First Issued: [15 October 2018]

**Contents**

[**Summary Instructions and Details of Contract** 2](#_Toc524946888)

[1. Significance of Warrior and the project 4](#_Toc524946890)

[2. Interpretation strategy 4](#_Toc524946891)

[3. Scope of Work 5](#_Toc524946892)

[4. Budget 7](#_Toc524946893)

[5. Experience and Qualities required 7](#_Toc524946894)

[6. Form of Contract 8](#_Toc524946896)

[7. Supplier response 8](#_Toc524946897)

[8. Tender timetable 8](#_Toc524946898)

APPENDIX 1: Interpretation Strategy (including Themes and characters)

APPENDIX 2: Evaluation criteria

APPENDIX 3: Supplier Response Checklist

APPENDIX 4: Questionnaire & Pricing Specification (separate document)

APPENDIX 5: Standard Terms & Conditions

APPENDIX 6: NMRN’s GDPR Privacy Notice

APPENDIX 7: Fixtures and Fittings (separate document)

APPENDIX 8: HMS Warrior - Narrative Plan (separate document)



# **Summary Instructions and Details of Contract**

|  |  |
| --- | --- |
| **SUBJECT** | **DETAILS** |
|  |  |
| **Contract Description** | The National Museum of the Royal Navy (NMRN) wishes to appoint an experienced contractor to work with the Museum’s curatorial and learning staff to create and deliver exciting new interpretation on board HMS Warrior. (For Specification on the Scope of Work and Deliverables see Section 3 and relevant appendices. This is a design and build service. |
| **Programme** | From November 2018 and **must** complete by the 5th April 2019 |
| **NMRN Contact during tender period** | Clarifications and enquiries during the tender process can be sent to [jason.l@conservationplus.org](file:///C:\CONSERVATIONPLUS\028%20WARRIOR\DELIVERY%20PHASE\INTERPRETATION\INTERP%20BRIEFS%20&%20SPECS\jason.l@conservationplus.org). **Please note that this email address is different to the submission email.** |
| **Date of Tender Return** | 15th November 2018 2018,12:00 Noon |
| **Content for Submission** | Content requirements for tender returns are listed in Section 7 and Appendix 3 of this brief. **The Questionnaire & Pricing Specification in Appendix 4 must be completed in full** |
| **Last date for Clarifications** | 5th November 2018, 12:00. |
| **Appendices** | **Appendix 1 – Interpretation Strategy (inc. Themes and characters)**  **Appendix 2 – Evaluation criteria**  **Appendix 3 – Supplier Response Checklist**  **Appendix 4 – Questionnaire & Pricing Specification**  **Appendix 5 – Terms & Conditions**  **Appendix 6 – NMRN’s GDPR Privacy Notice**  **Appendix 7 – Fixtures and Fittings**  **Appendix 8 – HMS Warrior - Narrative Plan** |

**Please note that Appendices 4 and 7 are available on request from** [jason.l@conservationplus.org](file:///C:\Users\arabellaroberts\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.Outlook\X37FX6NO\jason.l@conservationplus.org)

**Submission of Tender Documents**

**Responses should be submitted in an electronic format addressed to:** [**tenders@nmrn.org.uk**](mailto:tenders@nmrn.org.uk)**.** (*Please note this email is different to the clarifications and correspondence email during the tender process).* **Email Subject: Historic Ships – HMS Warrior Interpretation**

It is the sole responsibility of the submitting company to deliver their response as specified.

Late responses will not be accepted.

The National Museum of the Royal Navy takes no responsibility for identifying any clerical errors or misunderstanding in any tenders submitted. Tenderers must therefore ensure that the content of any Tender submitted is complete and accurate.

**Sufficiency of Tender**

It is the responsibility of the Tenderer to obtain at their own expense all information necessary for the preparation of their tender.

The Tenderer shall be deemed to have satisfied themselves before submitting their Tender as to the correctness and sufficiency of the rates and prices stated by them in their Tender which shall cover all their obligations under the Contract.

If the National Museum of the Royal Navy suspects there has been an error in pricing or calculation in a Tender, it reserves the right to seek such clarification as it considers necessary from that Tenderer only.

**Validity of Tenders**

All Tenders will remain open for acceptance by the National Museum of the Royal Navy for 3 calendar months from the date fixed for lodgement of Tender. All Tenders must be submitted on this basis.

**Amendments to the tender documents by NMRN**

NMRN reserves the right to amend the enclosed tender documents at any time prior to the deadline of receipt of tenders. Where amendments are significant, NMRN may at its discretion extend the deadline for receipt of tenders.

**Acceptance of Tenders**

The invitation to tender expresses the current intentions of NMRN with regard to this contract. It does not constitute an offer capable of acceptance. Its purpose is to obtain proposals from selected potential suppliers.

NMRN is not bound to accept the lowest tender and reserves the right to accept any Tender in whole or part. The NMRN reserves the right to discontinue this tender process at any time. Any Contract(s) awarded will be on the basis of the Tender Assessment and Evaluation in Part 5.

NMRN shall in no circumstances be liable for any costs involved in the preparation of a Tender.

A Tender shall only be accepted by NMRN by issue of a Contract Award Letter by the NMRN.

**Collusive Tendering**

Any Tenderer who:

* makes an arrangement with any other person to refrain from tendering or sets or adjusts the amount of his / her tender, or
* makes an offer or makes payment or other consideration or inducement directly or indirectly to any person in relation to any other tender or proposed tender for the Services, or
* communicates either the amount or approximate amount of his / her tender (except where such disclosure is made in confidence in order to obtain quotations necessary for the preparation of the Tender for insurance) to any person other than the National Museum in the formal tender submission, will be liable to disqualification without prejudice to any civil or criminal liability that such conduct may attract.

**Invitation to Tender for the Design, build and installation of new interpretation on board HMS Warrior, Portsmouth.**

1. Significance of Warrior and the project

Launched in 1860, HMS Warrior was the pride of Queen Victoria’s navy. At the time of her build she was regarded as a step change in warship design, a revolution that changed the way ships were designed and built. Warrior and her sister ship Black Prince were constructed at a time of transition from sail to steam and for a time were the fastest, largest, strongest, most powerfully armed ships in the world. Warrior was the pride of a nation, confirming Britain's status as ruler of the waves. She was the ultimate deterrent, never firing a shot in anger.

When new ship designs superseded her, Warrior fell into gradual decline until in 1929 her hull became a floating oil pontoon at Pembroke Dock. Whilst the Black Prince and other contemporaries were broken up, Warrior survived, although in a parlous state. In 1979 she was purchased by the Maritime Trust which towed her to Hartlepool and began one of the largest ship restorations ever undertaken. On 12th June 1987, the painstakingly restored Warrior was towed to Portsmouth to take up her current position in the Historic Dockyard.

Warrior is now under the management of The National Museum of the Royal Navy (NMRN), and a Heritage Lottery Funded scheme of repairs to the bulwarks of the Upper Deck has just been completed.

1. Interpretation strategy

A new Interpretation Strategy (see Appendix 1) has been developed with the key aim of creating a visitor experience that maximises the ‘wow’ effect of boarding Warrior and the enjoyment of its special atmosphere whilst underpinning it with a better understanding and appreciation of the ship’s significance. This will be achieved through the following objectives:

* Entice visitors with the promise of **‘A day in the life of a Victorian marvel’**.
* Offer a hands-on, participatory, exploratory experience that puts the people back onto Warrior.
* Use live interpretation to provide the core interpretation of the ship, recreating the excitement and bustle of the tour of Britain. The provision of live costumed interpretation is the subject of a separate contract (currently out to tender).

The interpretative aim and objectives will have been met if visitors leave Warrior:

* Understanding that she was a technological wonder, a symbol of national and naval pride and a great innovation.
* Understanding that she was lived in and worked on by her crew during a transition in both the operation of the navy and in the design of fighting ships.
* Having enjoyed an active and authentic experience of the life of a Victorian sailor at a time of great change in the Navy.

To meet these objectives the following principles should guide decisions about the development of interpretation on board:

* A visit to Warrior will be a hands-on, active experience of self- discovery.
* It will offer an authentic experience based on credible, accurate research.
* The narrative of the ship will be that this is a day in the life of a Victorian marvel. All interpretation will communicate this theme (and its sub-themes).
* HMS Warrior will be presented in the year 1863, on a day during the Channel Fleet’s Round Britain cruise, and its historic spaces dressed appropriately.
* Live costumed interpretation (by others) will provide the core experience on board: visitors will be welcomed aboard as in 1863, and people will be at the heart of the narrative. Provision will flex according to time of day and year.
* There will be no fixed route, visitors will explore where they wish. Ropes will be removed and greater access given to as many spaces as practicable.
* Supplementary information will be provided through interventions that could have been on board during the Round Britain cruise in 1863.
* To ensure an authentic impression of life on board in 1863, anachronistic elements, including existing interpretation, will be removed.

The re-interpretation of HMS Warrior as set out in the Narrative Plan (see Appendix 8) will see each area of the ship focus on conveying one of the sub-themes of Warrior’s story:

* The Jetty – Building the excitement
* Upper Deck – Warrior the Victorian icon
* Gun Deck – Living, working, fighting
* Lower Deck – A professional Navy
* Boiler and Engine Room – A technological marvel

The new interpretation will be supported by daily costumed interpretation from Easter 2019. Warrior’s new team of costumed interpreters will provide all visitors with an authentic and inspiring visit to the ship. Members of the team will be on site daily to:

* Provide a warm welcome for all visitors
* Use the strengths of costumed interpretation to interpret the human and social side of the ship’s history.
* Deliver stories relating to the people and events in the ship’s life and the key topics relating to them.
* Give visitors to interact with people who are knowledgeable about the ship.

1. Scope of Work

**The NMRN wishes to appoint a company that can design and fit-out the key spaces identified in Appendices 7 (Fixtures and Fittings) and 8 (Narrative Plan).** We are seeking tenders for a full Design and Build service. Appendix 7 presents the results of specialist research into the Fixtures and Fittings of the ship on a deck by deck basis. Along with the outputs identified in the HMS Warrior *Narrative Plan* (Appendix 8) these lists should provide the basis for the new 3D and 2D exhibition to be introduced. By assessing the spaces on board the appointed contractor will need to develop the Fixtures and Fittings document into an agreed specification and drawn plan for each space. It is envisaged that AV input for this project will be a minor element limited to the creation of smell, sound and possibly heat as suggested in the Narrative Plan.

The following sets out a full, detailed specification of the services required by the potential supplier as part of this ITT:

* Develop a detailed 3D and 2D exhibition design with the brief issued by NMRN as its basis, but with complete license to incorporate the supplier’s own creative ideas.
* Develop an exhibition lighting plan and an audio-visual plan**,** if required.
* Supply all key subcontractor skills as required, for example (but not restricted to): exhibition build contractors, audio-visual designers, graphic designers, artworker etc.
* Supply all equipment as required, for example (but not restricted to): AV hardware, exhibition materials, lighting, dressing objects etc.
* Develop a new Deck Guide to reflect the new approach and interpretation.
* Liaise with NMRN curatorial and learning teams to develop, identify and key artefacts.
* Draw up a detailed programme through to exhibition opening.
* Deliver the programme, including management of sub-contractors where required,
* Deliver Client handover training and produce Interpretation Maintenance Manual.

1. Budget

The overall budget for all elements of the project, including design, build and procurement of all items including but not limited to exhibition equipment, lighting, displays, interpretation is £275,000 (excluding VAT).

**Props** – It is envisaged that everything on board will be touchable and useable.

**Materials and equipment supplied by NMRN**

* + **Character biographies** - we will provide biographies and copies/references to original sources about them.
  + **Outline script** – we will provide an outline script for each of the characters that form the basis of the costumed interpretation brief.
  + **Information pack on Warrior** – we will provide information on life onboard, technology, fixtures and fittings etc with copies/references to original sources.
  + Unless indicated otherwise **interventions into the built fabric** of the ship will be carried out in-house (e.g. Sick Bay – opening up of the bulkhead and addition of a dividing wall to the Carpenter’s cabin).
  + Unless indicated otherwise **all books** will be sourced or reproduced in-house by the NMRN.

1. Experience and Qualities required

We are looking for experienced designers/exhibition fit out contractors to lead the detailed development and specification of the works. The successful company will have previous experience of undertaking similar works. It is anticipated that the successful bidder will be able to demonstrate previous successful experience of working with their key subcontractors and that key subcontractors should be named in the tender submission.

The successful company will:

* Liaise proactively with the NMRN and their Project Managers (Conservation Plus Ltd) on a regular basis over any issues arising.
* Provide regular reports and programme updates to the Project Managers.
* Be available to make an immediate start.
* Ensure that an excellence of delivery on-going quality control checks to achieve a zero defects strategy. The challenging programme will not accommodate an end of fit-out period of snagging.

1. Form of Contract

The form of contract is to be agreed with the NMRN but we envisage either a bespoke contract or use of an NEC3 Option A with Activity Schedule. The content of the Activity Schedule to be based on detailed lists for each area of the ship as defined in the detailed plans to be produced. Please note the NMRN Terms & Conditions at Appendix 5.

The appointment will be on a two stage basis with each stage as described below. Stage 1 Design development, research, development and completion of object lists and detailed specification for any AV related installations. At the end of Stage 1 the Contractor is to submit detailed prices on an open-book basis. The overall price will not exceed the budget stated in Section 4 although we anticipate that allowances may move between headings as a result of the Stage 1 work. Assuming agreement to the proposals and costs, then these documents will form the basis of the contract for Stage 2 Delivery phase. The NMRN reserves the right to retender the Exhibition Fit Out at the end of Stage 1 if proposals and/or costs are not satisfactory.

**Stage 1 – Detailed Design**

The Contractor’s Designer (either in-house or sub-contracted) will work with the NMRN Team to develop the Interpretation Fit Out Scheme, as included at Appendix 1, into detailed designs drawings, plans, object lists and/or written performance specifications as appropriate to the item and space. To accompany this must be a full schedule of works and associated costs to form a fixed price contract for delivering the Exhibition Fit Out. A more detailed scope of service is included at Section 2 of these Employer’s Requirements.

It is important to note that all design responsibility for the Exhibition Fit Out will be on the Contractor and that there is no separate Exhibition Designer appointed by the NMRN.

**Stage 2 – Production Design, Fabrication and Installation**

From the Detailed Design established during Stage 1, the Contractor will develop the production and layout drawings and present for sign off. The Project Manager and NMRN will review the drawings and sign off. The Project Manager will confirm status (‘A, B or C’) and instruct to commence fabrication as appropriate. Ideally, this should be a clean process with all elements coordinated and signed off before fabrication commences to minimise risk and avoid potential abortive/changes in works further down the fabrication procedure. However, in view of the programme we anticipate that some elements may need to commence production in advance.

In consultation with the NMRN’s external Project Manager, the Contractor will commence fabrication and installation in accordance with an agreed programme and to take account the operational requirements of HMS Warrior. The Contractor will be responsible for coordinating the installation of the Exhibition Fit Out.

Throughout the fabrication process the Contractor should allow for workshop visits by the NMRN and Project Manager to witness the quality of fabrication and resolve any issues that arise in the process. Regular site inspections will be made by the Employer’s Team during the installation period but ultimately, the Contractor is responsible for ensuring the works delivered are to high quality standards befitting a nationally significant historic ship.

Snagging should be a continuous process throughout installation to achieve a zero defects finish at handover. The programme is unlikely to support an end of installation snagging programme.

1. Supplier response

**PLEASE COMPLETE THE ATTACHED QUESTIONNAIRE & PRICING SPECIFICATION IN FULL**. (see Appendix 3)

Applicants must demonstrate their relevant experience, skills and qualifications as well as providing information on their approach to delivering the works. **Experience will account for 70% of the overall evaluation** so please include all relevant experience and case studies. This may also include any recommendations, reviews, website information or images.

You will need to supply the cost of the service as a fixed price lump sum (Excl. VAT) and including all travel, subsistence and accommodation costs. All quotes should be sufficiently detailed to enable identification of the applicable cost for all components of the work (as set out in the ITT and Appendix 3).

* Please ensure that information provided as part of your response is of sufficient quality and detail that an informed assessment of it can be made by the NMRN.
* Any deliberate alteration of an NMRN requirement as part of your tender response will invalidate your tender response to that requirement and for evaluation purposes you shall be deemed not to have responded to that particular requirement.
* Responses should be concise, unambiguous, and should directly address the requirement stated.
* Your tender responses to the tender requirements and pricing will be incorporated into the Contract, as appropriate.
* When the contract is awarded you will be required to submit proof of public liability insurance of not less than £2 million.

1. Tender timetable

* **Submission deadline - 15th November 2018 at 12.00 noon.** Your submission should be submitted to [**tenders@nmrn.org.uk**](mailto:tenders@nmrn.org.uk). **Any submissions received after this date will not be considered.**
* **Questions on the brief** - up until 5th November 2018. Queries should be directed to [jason.l@conservationplus.org](file:///C:\Users\arabellaroberts\AppData\Local\Microsoft\Windows\Temporary%20Internet%20Files\Content.Outlook\X37FX6NO\jason.l@conservationplus.org)
* **Site Visit** - Consultations and site visits to the ship are available for contractors before tender submission. Please contact [HST.procurement@nmrn.org.uk](mailto:HST.procurement@nmrn.org.uk) to arrange.
* **Interviews -** If required, these will take place at Portsmouth Historic Dockyard. Date to be confirmed.
* **Notification of appointment –** 3rd December 2018. We hope to make an appointment by this date. After a 10 day standstill period work will commence immediately**.** Delivery of the works **must** be completed by the **5th April 2019**.

**APPENDIX 1**

**Summary of the HMS Warrior Interpretation Plan**

**Themes**

The significance of HMS Warrior can be encapsulated in two key statements:

* **Warrior was a Victorian marvel, a symbol of national and naval pride and a great technological innovation**.
* **The ship was lived in and worked on by its crew during a transition in both the operation of the navy and in the design of fighting ships.**

The ship’s significance can therefore be summarised by a conflation of these two statements, and this will be the key message of Warrior’s interpretation. **This key message might be expressed to visitors in the following way:**

**Warrior:**

**A day in the life of a Victorian marvel**

The workshop identified the following as the key sub-themes for Warrior’s interpretation:

**Costumed Live Interpretation**

Demonstrations, activities and first person live costumed interpretation will be based around our key interpretative themes and the ship’s crew members who best express them (see Characters on board below).

‘**Characters’: on board in 1863**

**OFFICER OF THE WATCH** - **Jacky Fisher, Gunnery Lieutenant**

Location - Upper Deck

* Born in Ramboda, Sri Lanka in 1841, eldest of 11 children, and joined Navy at age of 13 as a cadet.
* Went on to become First Sea Lord twice, considered the second most important British Naval figure in history.
* Was a great reformer. Amongst other things, he championed the use of torpedoes and submarines; introduced fresh bread baked daily onboard ships instead of biscuits and introduced oil powered engines to end the use of coal.

**Role onboard**

* To ensure the optimum efficiency of the guns onboard HMS *Warrior*.
* To implement the latest drill refinements to come out of HMS Excellent, the gunnery school hulk in Portsmouth Harbour.
* To create new refinements to the drill evolutions to ensure *Warrior* remains the best. He came up with using the command “Still” to make every man freeze at any time during a gun drill. This helped to prevent accidents as mistakes could be rectified without adding further risks. This was brand new and greatly impressed Admiral Dacre who “had hardly ever seen in his life a ship in such splendid gunnery order”. He reported it to the Admiralty who sent Fisher a letter of thanks and the command was put into all the gunnery drill books of the royal navy. This was used for over 60 years until the end of WWII.

**Pay**

* £192.00 (£128,000 in 2017)

**Status onboard**

* Was described as “easily the most interesting midshipman I ever met”.
* “The *Warrior* was then…the cynosure of all eyes. She had a famous captain and still more famous commander…she had a picked crew of officers and men so I was wonderfully fortunate to be the gunnery lieutenant and at such a young age”.
* “We were all very happy messmates; they kindly spoilt me as if I was a baby”
* Was very popular with other officers as he would take their watch duties if they wanted to go ashore. Once, when the ship was open for visitors in Liverpool, he was sitting at the wardroom table and become irritated by a group of girls who were hanging around the skylight giggling and being “really vulgar in taste. He remarked very loudly to another officer across the table that “if those young women only remembered the state of their lingerie they would not stand right over our heads”. The girls disappeared quickly.
* Got into trouble onboard for Skylarking. Formed a band with the paymaster, the doctor and the chaplain (all quite old gentlemen) and other young officers. The chaplain would play the coal scuttle, the doctor the tongs and shovel and the paymaster the tin kettle with a spoon. The young officers would make instruments out of brown paper. Marched around the wardroom. The captain came out of his cabin and asked the sentry what the noise was. Everyone was struck dumb with terror. The Sentry replied, “it’s only Mr Fisher sir”, so the captain went back in and shut the door. The Commander didn’t feel the same and sent the message to Fisher “to stop that fooling”.
* Was very well respected by the officers and crew for his attention to efficiency and refinement in the gun drill. Sometimes there was a little too much enthusiasm. On a run ashore, some of *Warrior*’s midshipmen got into a lot of trouble after getting too drunk in a tavern and showing off *Warrior*’s drills to some young officers from another ship using the taverns furniture and it got out of hand. They had to pay for the broken furniture and their leave was stopped for a month.

**Daily Routine**

* Main duty was overseeing the gun cleaning and practice that took place each morning. The command ‘Quarters Clean Guns’ would be given at 8.30 and each gun crew would burnish all the metal parts of the guns, sand down the wooden parts and clean and oil the small arms ready for inspection. Fisher and the Captain of Marines would walk the deck to expect the work.
* Divisional inspections then took place to ensure the men were well turned out and fit to work.
* At 9.30 each morning the Marines would ‘Sound off Action’ and the ship’s crew would have to get the ready into General Quarters- meaning it was ready to enter battle. The powder magazines and armoury would be opened and the crew would be armed and standing at their posts ready to fire. Fisher, as the Gunnery lieutenant would oversee the preparation of the guns and would time the men to make sure they were fast as possible.
* The rest of the day would be divided up between the lieutenants into watches.

**Training Required**

* His examination for becoming a cadet apparently involved writing out the Lord’s Prayer and jumping naked over a chair.
* Became midshipman and served during the Second Opium Wars and experienced an attempted mutiny.
* Passed his examination for lieutenant rank in 1861 (the same year joining *Warrior*). Got top score in Seamanship and Gunnery in his class and received the HIGHEST EVER score in Navigation 963/1000. One of the last officers to receive their full basic training on ships, then training began to be done in shore establishments.
* As Lieutenant. Was first posted to HMS Excellent, evaluating the Armstrong guns which *Warrior* would carry. He would walk around the downs, shouting, practising his officer’s voice.

**Uniform & Equipment**

* Lieutenants, like the other officers, had to pay for their own uniforms and any books and equipment needed. They also had to furnish their cabins apart from the basic chair, bunk, shelf and desk which were already there.

**FEMALE TOURIST**

Location - Upper Deck

Costume – Outdoor dress appropriate to 1863 (well-dressed)

* Comes aboard the ship at one of the stops on the round Britain cruise
* Has travelled a great distance to see the ship
* In awe of the HMS Warrior (1860) the Victorian Marvel. The British Navy is the best in the world at this time. Warrior is bigger, faster, and more dominant than any other ship at sea. She is a deterrent to the French.

**SEAMAN** - **Richard Pollard, Able Seaman (CS#29112)**

**Location** - Gun Deck

**Costume** – Uniform included a Blue Jacket and Blue Trousers, a Serge Frock, A duck Frock and Trousers (in white), a black silk handkerchief.

Date of Birth 18 February 1834. 29 years old in 1863.

* From Kingsbend, Cornwall
* Joined the Navy as a ship’s boy in 1849. Joined Warrior in 1861 as an Able Seaman. In December 1861 was promoted to Leading Seaman. In May 1862 became a Coxswain of the Launch. Demoted back to Leading Seaman in January 63. Demoted Back to Able Seaman in February 63. On 26th June 1863 was imprisoned for 21 days in Portsmouth for ‘disgusting language’ and ‘refusing to obey the orders of Mr Beaton, Boatswain’.

**Role onboard**

* One of 455 seamen and boys onboard, 25 of whom are Leading Seamen.
* Was a type of foreman over a group of seamen to ensure they are doing their jobs properly before the Officers would need to get involved.
* Working with the ropes and sails to keep the ship moving. As part of his mess, he would also be part of a gun crew responsible for their associated gun. Also helping with the coaling and cleaning of the ship.
* Everyone had a very well defined role onboard and would need to know this job precisely. The drills done every day would help practice these jobs and make them more efficient, especially with competition between the masts, sails and gun crews.
* During his time as a Coxswain of the Launch would have been in charge of launching and maintenance of boats.

**Pay**

* £29.10s
* An average farm labourers wage at the time would be about £23 a year and they would still have to pay for their food, clothing and accommodation. This was he can send money home to his family and not have to spend very much at all on himself whilst at sea.

**Status onboard**

* Coxswain of the launch was a temporary position, but he was then demoted from Leading Seaman to Able Seaman, then spent 21 days in jail for disrespectful language and refusing to obey an order.
* As a Leading Seaman would need to have the respect and/or goodwill of the seamen he was responsible for and others in order to succeed.
* Would have earned his position as a Leading Seaman by experience and knowledge so would be treated with more respect by the officers than an ordinary seaman but still a very low ranking Petty Officer. As an Ordinary Seaman again would no longer be given that additional respect.

**Daily Routine**

* Slept, ate and spent free time in his ‘Mess’, an area between two guns which is home to groups of 18 men. There were over 600 seamen, stokers and marines living on the main deck and all were divided up in this way. A minimum of 18 inches of space (across the shoulders) was allotted to each man for their hammocks.
* All Seamen are divided between two watches- the Starboard watch and the Port Watch. 4 hours on 4 hours off (normal watches) with two 2 hour dog watches around dinner time to break the day up more.
* Watches take place around the standard daily routine for seamen with at least 1 quarter of each watch remaining on post at meal times – up and stow hammocks at 5am, breakfast at 7, gun cleaning, divisional inspection and quarters drills until dinner time, sails drills and cleaning until supper time, free time and then lights out at 20.45pm.
* The men on each mess would take it in turns to be mess cook- this monthly job entailed collecting the food for your mess for each meal, taking it to the galley to be cooked, bringing it to the mess table and dolling it out fairly. If you weren’t short changed someone, it would come back to bite you eventually.

**Training Required**

* The safety of so many depended on the seamen knowing what they were doing aloft and this had to be gained through practical experience. On joining a ship as Ships Boys, you would have some basic knowledge classes and then get put into the crew. To become an Able Seaman you would need to know how to hand, reef and steer, ‘heave the lead’, knot and spike, strop a black, row a boat and use palm and needle and turn in rigging.
* Know the ropes- standing and running rigging – letting go the wrong rope when you think it is running rigging (the ropes used to work the sails) and it turn out it is standing rigging (the ropes that hols the masts, yards and spurs in position) could spell disaster.
* To become a leading seaman you would need to have shown leadership ability and control of the other men and have a proven good work record.

**Uniform & Equipment**

* Uniform included a Blue Jacket and Blue Trousers, a Serge Frock, A duck Frock and Trousers (in white), a black silk handkerchief, a pair of shoes, a hammock and bedding.
* Extra clothes would be kept in the kitbags on the seamen’s flat and all items clearly marked with the man’s name and number.
* The seamen also kept Ditty Boxes with their prized possessions and personal items such as money, bibles, art work, letters and photographs

**MID-SHIPMAN - Henry (Harry) Arthur Keith Murray**

Location - Lower Deck

Harry Murray was born on the 7th June 1846 as the 4th son of the 7th Baronet of Ochertyre, Sir William Keith-Murray and Helen Margaret Oliphant, the first of Sir William’s three wives.

Harry joined the Royal Navy on 19th September 1860, and served on board the training ship HMS Britannia as a Naval Cadet at the age of 14. Here, he was given an education in reading, writing, mathematics, navigation, and seamanship.

His passing certificate for this ship states that he had ‘passed through the course of instruction in Rigging and Seamanship established on board Her Majesty’s Ship Britannia and that he has paid attention to the practical part of his education while on board. This certificate is dated 19th June 1861. Harry scored 517 marks out of 1000 in Seamanship, and 709 out of 2000 in Navigation.

He then went on to join HMS Victory, 19th June 1861, where he started his log book required of all Naval Cadets and Midshipmen, until the 12th September 1861. At this time, HMS Victory was used a receiving ship, and Harry was waiting on the arrival of HMS Warrior, which had been launched on the 29th December 1860.

Harry remained a Naval Cadet until his promotion to Midshipman on 18th December 1862, having passed various exams in seamanship, gunnery, and navigation. The captain, Arthur Cochrane, found his knowledge to be ‘good’ in all aspects, except Seamanship, which was ‘very good’.

As part of his education as a midshipman who would eventually become a Lieutenant, he kept a daily log book recording events, weather conditions, and the ship’s position. Within the log book there are various examples of maps which he produced, as well as detailed drawings of the ship. It also contains perhaps the best example of a full deck-by-deck plan of HMS Warrior as she was in 1862. It was using these plans that the restoration team in Hartlepool and Portsmouth was able to reconstruct the ship as she is seen today; it is still referred to on a regular basis.

He remained onboard HMS Warrior until 22nd November 1864, when the ship herself was paid off, and returned to HMS Victory until joining HMS Cadmus in March 1865, having received a letter from the Admiralty on this appointment in December 1864. This ship took him to North America, where he later settled.

He was appointed Sub-Lieutenant on board HMS Cadmus in September 1866, though his certificate was signed and dated on 1st December 1866.

He then passed his examination to become a Lieutenant in November 1868, and his certificate was signed and dated 1st June 1869. On the edge of the certificate is written ‘Ariadne’, the vessel he joined in 1869.

This ship was carrying the Prince of Wales, and was to be used as a Royal Yacht which sailed between Egypt, Constantinople, the Crimea, and Greece. She was a man-of-war and when commissioned by Captain Colin Campbell, the men had little more than 3 weeks to turn her from a fighting vessel into a Royal Yacht, meaning that many of her guns were landed to make room for extra accommodation.

Seven months later, the ship was paid off but Murray ‘was much gratified by being presented with [his] Lieutenant Commission which HRH had promised to ask for [him] when he had left the ship and so ends the cruise of the Ariadne.’ Why did HRH Albert Edward do this? It is claimed that this was because HRH felt guilty about an incident onboard the ship. Henry was allergic to vinegar his whole life, and one night they were served salmon- Henry refused the mayonnaise, before HRH shouted ‘Try it man, it makes all the difference.’ Henry thus reluctantly did, and then ten minutes later asked to be excused to be sick.

Harry came back to HMS Warrior as 6th Lieutenant on Warrior, from 20th July 1870 to 16th June 1871, though this is unusual as Warrior had only carried 5 Lieutenants.

He left the ship, apparently, on half pay invalided to Gibraltar. By 15th November 1871 he was fit for active service again, his ‘health being completely re-established (sic)’, showing that he was invalided, though the reason why is not yet clear.

He retired in 1872 as Lieutenant at the age of 26, settled in Virginia at the large Oaklands Manor estate in Albemarle County, and married Rosina Uniackle in October of that same year. His retirement was likely due to the same injury or sickness that got him invalided out of service in 1871.

A Certificate affirms it was the 18th March 1872 he retired. Peerage list suggest he was a Lieutenant Commander, possibly he gained the rank on retirement.

Harry sold the estate in circa. 1886, and settled in Edinburgh. When his wife died in 1899, he then travelled to Comrie, Crieff, Perthshire, to be with family. Here he was a passionate gardener and fisherman.

At the outbreak of the First World War in 1914, he volunteered for service in the Navy at the age of 67. However, a telegram from Battenberg politely refused his request.

He died at Lydbury North, 23rd September 1918, and was buried at Ochertyre, next to his wife. ‘He leadeth me beside the still waters’ was engraved on his tombstone.

Children:

Henry Edmund Colquhoun Murray

Caroline Mary Murray

Helen Oliphant Murray (Died in infancy)



**ENGINEER - Peter Baldwin, Asst. Engineer 1st Class**

Location - Lower Deck

**Background**

* Date of Birth
* Father had been a Royal Marine
* Was married to Jane Graham Willimmoth on 12/10/1863.
* Twin sons born in 1864
* His brother was also trained as an Engineer, but went on to the Royal Hospital School in Greenwich.
* Began his career and received training as an Engineer at the Woolwich factory in 1857. Had not served at sea prior to service on board Warrior. Continuously received good reviews and was described as stead, well-disposed and a trustworthy engineer.

**Role onboard**

* One of 13 Engineers including 2 Chief Engineers, 4 Engineers, 3 Assistant Engineers 1st Class, and 5 Assistant Engineers 2nd Class.
* Engineers were responsible for the care and maintenance of the ships steam engines. Engineers often gained their training in shore factories. Engineers served large portions of their careers without ever going to sea.
* While at sea, Engineers remained primarily below deck. The Engineers mess was forward on the lower deck where their lockers and hammocks were also located. Their chests and sleeping berths were further aft.

**Pay**

* £133.16s

**Status onboard**

* Early engineers did not fall into the hierarchy of a ship’s company. They were looked down upon and had little obligation to authority. As the Admiralty accepted the necessity of engineers, they granted them 1st warrant rank, then commissioned rank when recruitment remained low. By 1861 when Warrior was commissioned, a Chief Engineer was equal in rank to a Master, and second and third class engineers ranked among warrant officers.

**Daily Routine**

* Warrior was outfitted with Penn twin cylinder horizontal single expansion trunk engines. Engines of the period were not yet perfected and needed constant maintenance and lubrication. Breakdowns were frequent and could potentially disable the ship completely.

**Training Required**

* Engineers often received their training ashore in factories.
* A technical knowledge was required
* They did not take part in the traditional day to day running of the ship (i.e. sails and guns) and therefore required a separate skillset and training.

**STOKER - Peter Baldwin**

Location - Boiler Room

Costume – White cotton duck uniform and black hat

* Born 01/10/1838 in Torquay, Devon
* Single
* Not brought up in a trade
* Joined the Navy as a Boy in 1855 on HMS Antelope. Went on to serve as an Ordinary Seaman then Stoker before joining Warrior
* Served as a stoker on Warrior from 03/08/1861 to 22/11/1864
* Continued to serve as a stoker until he retired in 1872.

**Role onboard**

* There was a total of 75 stokers onboard made up of 9 leading stokers and 66 normal stokers, of which one was Asasa.
* Stokers were responsible for shovelling the coal into the furnaces to keep the boilers producing enough steam for the engines. Then the ash and clinker residue from the furnaces back out to be disposed of. The coal would be shovelled out of the coal holds by trimmers and dumped on the floor around the stokers.
* This was probably the most physically demanding job onboard, shovelling coal in temperatures of up to 43- 52 degrees Celsius in the stokehold. Funnels would be raised up from the main deck to move air.
* ‘Coaling ship’- loading up the 850 tons of coal that *Warrior* would carry, could take 2 days and need the entire crew to load all the sacks and bring them down through the ship.

**Pay**

* £36.10s (£24,280 in 2017)
* 50% more than an able seaman

**Status onboard**

* Hard work in poor conditions, but payed more then able seaman.

**Daily Routine**

* Messed up on Gun deck but at separate mess tables from the rest of the crew.
* 3 watches for stokers when under steam. 4 hours on, 8 hours off (so continuous).
* There would be between 16 and 20 men per watch. Each of the ten boilers on *Warrior* has four furnaces underneath. There would be between 4 and 6 boilers being used at a time, the others being cooled and cleaned. A stoker has four furnaces, split two in one boiler and two in the other on the opposite side of the ship with an engineering officer and a leading stoker taking charge. Further trimmers would be shifting coal into the wagons.
* Little customs- after delivering each shovel-full of coal, the stokers would bang the edge of the shovel on the deck before taking up another load.

**Training Required**

* Some stokers had served as a stoker on other ships before *Warrior* while others had been seamen on board *Warrior*. This role would have required strength and stamina. The furnaces had to be fed evenly and the cleaning had to be thorough, which each stoker would need to do and understand the reasons for.
* On first becoming a stoker, the man would have to be examined by the commander and chief engineer onboard to make sure he is suitable for the work.

**Uniform & Equipment**

* White cotton duck uniform and black hat, provided as part of continuous service (from 1859).
* *Warrior* had bathrooms and a washing machine to allow the stokers to clean off. The heat from the boilers made drying easy.

**APPENDIX 2**

**Evaluation criteria**

You will have your tender response evaluated as set out below:

**Stage 1:** Tender responses will be checked to ensure that they have been completed correctly and all necessary information has been provided. Tender responses correctly completed with all relevant information being provided will proceed to Stage 2. Any tender responses not correctly completed in accordance with the requirements of this ITT and/or containing omissions may be rejected at this point. Where a tender response is rejected at this point it will automatically be disqualified and will not be further evaluated.

**Stage 2:** If a bidder succeeds in passing Stage 1 of the evaluation, then it will have its detailed tender response to the NMRN’s requirements evaluated in accordance with the evaluation methodology set out below.

1.2 Award Criteria – Responses from potential suppliers will be assessed to determine the most economically advantageous tender using the following criteria and weightings and will be assessed entirely on your response submitted:

|  |  |
| --- | --- |
| Criteria | Weighting |
| Quality of Method & Approach | 70% |
| Commercial/ Value for Money | 30% |

1.3 Scoring Model – Tender responses will be subject to an initial review at the start of Stage 2 of the evaluation process. Any tender responses not meeting mandatory requirements or constraints (if any) will be rejected in full at this point and will not be assessed or scored further. Tender responses not so rejected will be scored by an evaluation panel appointed by the NMRN for all criteria other than Commercial using the following scoring model:

|  |  |
| --- | --- |
| Points | Interpretation |
| 0 | Very Poor (does not meet any of the requirement) or Very High/Extreme Risk The response is significantly below what would be expected because of one or all of the following: • The response indicates a significant lack of understanding • The response fails to meet the requirement |
| 1 | Poor (meets some of the requirement) or Above Average/High Risk The response meets elements of the requirement but gives concern in a number of significant areas. There are reservations because of one or all of the following: • There is at least one significant issue needing considerable attention • There is insufficient evidence to demonstrate competence or understanding • The response is light and unconvincing |
| 4 | Fair (meets most, but not all the requirement) or Average Risk The response meets most of the requirement, but there is a least one significant issue of concern or several smaller issues. These would require some further clarification or attention later in the procurement process and may arise through lack of demonstrated capability and/or appropriate evidence. The response therefore shows: • Basic understanding of the requirements • Sufficient competence demonstrated through relevant experience • Some areas of concern that require attention |
| 7 | Good (meets the requirement) or Low Risk The response broadly meets what is expected for the criteria. There are no significant areas of concern, although there might be limited minor issues that need further exploration or attention later in the procurement process. The response therefore shows: • Good understanding of the requirements • Sufficient competence demonstrated through relevant experience • Some insight demonstrated into the relevant issues. |
| 9 | Very Good (exceeds the requirement) or Very Low Risk The response exceeds what is expected for the criteria. Leave no doubt as to the capability and commitment to deliver what is required. The response therefore shows: • Very good understanding of the requirement • Considerable competence demonstrated through relevant experience • Considerable insight into the relevant issues The response is also likely to propose additional value in several respects above that expected |

1.4 Quality & Method of Approach Evaluation – The Quality & Method of Approach will be evaluated using the following criteria by the evaluation panel:

* Relevant skills and experience – including previous experience in delivering interpretation for historic ships, HLF funded interpretation schemes and design & build commissions.
* Understanding of the Brief.
* Quality of Method Statement and Approach as outlined in the questionnaire.

1.5 Commercial Evaluation – Your “Overall Price” for the service will be evaluated by the evaluation panel for the purposes of the commercial evaluation. Prices must not be subject to any pricing assumptions, qualifications or indexation not provided for explicitly by the NMRN as part of the pricing approach. In the event that any prices are expressed as being subject to any pricing assumptions, qualifications or indexation not provided for by the NMRN as part of the pricing approach, the NMRN may reject the full tender response at this point. The NMRN may also reject any tender response where the Overall Price for the goods and/or services is considered by the NMRN to be abnormally low following the relevant processes set out under the EU procurement rules. A maximum offer score will be awarded to the tender response offering the lowest “Overall Price”.

1.6 Moderation and application of weightings – The evaluation panel appointed for this procurement will meet to agree and moderate scores for each award criteria. Final scores in terms of a percentage of the overall tender score will be obtained by applying the relevant weighting factors set out as part of the award criteria table above. The percentage scores for each award criteria will be amalgamated to give a percentage score out of 100.

1.7 The winning tender response – The winning tender response shall be the tender response scoring the highest percentage score out of 100 when applying the above evaluation methodology

**APPENDIX 3 - Supplier Response Checklist**

**Checklist**

Below is a checklist of the desired content of the tender response to this ITT, in reference to the Specification in Annex 1:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Ref** | Content | Ref | Detail |  |
| **1** | **Details of organisation** | 1.1  1.2  1.3  1.4  1.5  1.6 | Name of Company  Legal status (e.g. limited company, partnership, etc.)  Company registration number (if applicable)  Office Address  Name and Contact Details of main contact for tender  The professional skills and qualifications of people involved in the project, including the names and brief CV’s of proposed team members and their specific responsibilities/roles within this project. |  |
| **2** | **Experience** | 2.1 | Descriptions (no more than 200 words each) of up to three projects which your named Lead Designer has designed and delivered. Please include names and contact details of the client lead, project manager or lead consultant to whom we may refer in connection with these projects. |  |
| **3** | **Method & Approach** | 3.1 | Outline how you would respond to the work package outlined in the Specification documents and other supporting documentation. We particularly need to understand how you will approach converting the outline space display guides into final plans that can be signed-off by the NMRN against an agreed budget. |  |
| **4** | **Schedule Work Programme** | 4.1 | Scheduled work programme for all stages of the work with milestones and dates. |  |
| **5** | **Subcontractors** | 5.1 | Please name you key subcontractors as applicable e.g. fit-out contractor, interpretation designer, researcher, AV consultant etc |  |
|  | 5.2 | If your key subcontractor is an exhibition fit-out company then please provide **brief** details of a previous project delivered on a design & build basis.  **OR**  If your key subcontractor is an exhibition designer then please provide **brief** details of a previous project delivered on a design & build basis. |  |
| **6** | **Costs (see Annex 4 for Pricing Approach)** | 6.1 | A breakdown of costs for the work and materials as specified in Annex 1. |  |
| 6.2 | Any travel, subsistence and accommodation cost for the work proposed in Annex 1. |  |
| 6.3 | Schedule of hourly rates for the proposed labour, including sub-contractors |  |
| **7** | **Insurance** | 7.1 | Full extent of professional insurance and indemnity cover |  |
| **8** | **Health & Safety** | 8.1 | Please note that for all fit-out works on board you will need to provide a Risk Assessment and Method Statement before commencing works. |  |
|  | 8.2 | For the purposes of Construction, Design and Management Regulations (April 2015) the successful bidder will be deemed to be both Principal Designer and Principal Contractor. |  |