



Invitation to Tender (ITT)

Contractor: Museum Exhibition Design and Build Services

Sir Donald Gosling Victory Gallery Redevelopment:

'HMS Victory: the Nation's Flagship'

PART 3: EXHIBITION BRIEF

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Part 9 – Tender Conditions & Contractual Requirements

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Part 11 - Supporting Information.

- o NMRN Master Narrative
- o Key artefact listing – items will be available to view on a site visit
- o Val Billing, 'Panorama of the Battle of Trafalgar', 1999
- o Conservation Management Plan: HMS Victory
- o Conservation Programme Plan: HMS Victory
- o Script for existing audio tour of HMS Victory

Part 3 – Exhibition Brief

1. Gallery Brief: The Sir Donald Gosling Victory Gallery

Exhibition Title: HMS Victory: the Nation's Flagship

Location: The Sir Donald Gosling Victory Gallery

Exhibition Dates: Permanent gallery from 31st March 2020

2. Overview:

HMS Victory is the world's most famous ship and single most important artefact for understanding the history of the Royal Navy. The ship's significance is clear from its inclusion in the National Historic Fleet (Certificate 499), for which the entry reads:

'HMS VICTORY is the oldest commissioned warship in the world and the only surviving First Rate Ship of the Line of the period. ... HMS VICTORY represents the embodiment of British Naval mastery at its absolute height, when Britain's supremacy over all her actual or potential enemies was unchallenged and the Royal Navy enjoyed supreme command of the world's oceans. ... As a result she is a national and international icon with a special place in the affection of the British people.'

The next decade is a key period in the 260 year-long story of HMS Victory and her survival; 1922 is the centenary of Victory's entry into No.2 Dock and the start of restoration work. Over the next 12 years the HMS Victory Preservation Company (HMSVPCo) are grant funding a £35 million programme of conservation work to ensure the long-term preservation of the ship. This work will become yet more visible as the detailed restoration work begins to the ship itself. Throughout the period the NMRN wishes to share this developing story with our visitors and connect it to a re-telling of the long story of Victory's construction, service and conservation.

To do this the HMSVPCo have provided a substantial grant for transforming our visitors' experience within the 'Sir Donald Gosling Victory Gallery'. This will become a distinctive and engaging new offer to visitors to Portsmouth Historic Dockyard.

3. Vision & Interpretive Approach:

The vision for this Gallery redevelopment is that it will:

'Engage and inspire greater numbers of visitors with the story of HMS Victory's construction, commission and conservation'

We want a visit to the Gallery to engage our target audiences, which include family visitors with children, older people visiting off peak and local people (see audience segmentation below). We aim for 100,000 visitors per annum, with a daily maximum of 700 and overall dwell time in the Gallery of 45 minutes.

To achieve this we want an interpretive approach which help visitors develop an emotional connection to the wider story of the ship. The story is not a dry or specialist story, but a story marked by drama, chance, discovery and on-going endeavour in which people are key. We want an interpretive approach, based on the principles of accessible design and which includes foreign language provision, which will engage our visitors through:

- An immersive AV experience (see themes)
- Physical inter-activity
- Digital inter-activity
- Promotion of active questioning
- 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
- Graphics
- Artistic installation(s)

The gallery must create flexible spaces to support:

- Activity and performance
- Seasonal events programming
- Active in-gallery formal learning
- Updates to reflect changes in the ships Conservation Programme

This Gallery development will stand for at least 15 years. There is an opportunity within design to re-use and re-purpose any exhibition cases and lighting. However within the gallery fit-out we wish to upgrade key elements of infrastructure within the Gallery, including: exhibition lighting, staff and visitor furniture, signage. This approach extends also to the immediate building frontage.

4. Objectives:

These will have been achieved if we can measure:

1. There are an increased number of visitors to the Victory Gallery
2. The percentage of visitors to HMS Victory that also visit the Victory Gallery increases
3. Visitor satisfaction is not less than 90%

4. Visitors have an increased awareness of the story of Victory from its construction in 1759 to its conservation today.
5. Visitors understand that Victory is a living artefact and that her conservation will continue into the future.

5. Outcomes

Through the design process we will want to work with designers to map the Generic Learning and Social Outcomes which we wish to achieve with each exhibition element.

At this point the overall outcomes wish the project to achieve:

Knowledge and Understanding

- Increase understanding of Victory's history
- To understand the many challenges to Victory's long term survival
- To gain knowledge of the £35million restoration project, and the archaeological approaches applied to Victory since 2012.
- To discover the people behind the ship's story and their continuing role in conserving the ship.

Skills

- Critical Thinking – questioning, analyzing, forming own opinion
- Investigative – interpreting and comparing different types of evidence: documents, maps, images, film
- Communication, literacy and listening skills
- Social Skills – sharing information, debating, finding out about each other's viewpoints. Intergenerational learning.
- Learning in different ways

Attitudes and Values

- Challenges beliefs and accepted attitude/understanding of Victory.
- Reflection on the meaning of 'original', better understanding of 'significance'.
- Reflection on ongoing importance of HMS Victory to the Royal Navy.

Enjoyment, Inspiration and Creativity

- Interaction with others – discussion and exchanging viewpoints
- Inspiring and provoking participation and creative responses
- Filling in the gaps – allow space for creative thinking and for audience to draw own conclusions
- Stimulating and surprising

Activity, Behaviour, Progression

- Encourages reflection
- Visitor wants to find out more about Victory's history and the conservation challenges faced by the ship: read a book, browse website, become an NMRN Member
- People encouraged to visit other NMRN museums, special exhibitions, lectures or activities

6. Audiences:

Our understanding of our audiences is drawn from audience segmentation (detail available on request). The audience segments we seek to attract are:

- **Fun experiences:**
 - They place greatest emphasis on having fun and tend to stick to places which they know or have this reputation, often being frequent visitors to zoos/safari parks and theme parks.
 - Working people, often from cities and large towns, with children, especially aged under 11.
- **Naval Authority:** Core audience but limited growth.
- **Gentle Experiences**
 - Their attraction visits are about getting out and about, with visiting peaceful, relaxing environments important – often incorporating a visit to the café and shop. They are also immensely proud to be British.
 - Well represented within the local market. Often older with a large segment aged 65+, therefore likely to be retired and have grandchildren.

7. Content and themes:

This content within this gallery design needs to be co-ordinated with a number of existing plans and strategies:

- Although this gallery will focus on the story of *one ship* it still needs to tell parts of the Royal Navy's story as set out in the 'NMRN – Master Narrative' 2015 (see enclosure). For example, the fact that at the time of building Victory 'the Royal Navy was principal engine and client of the Industrial Revolution'.
- Interpretation on board HMS Victory and around No.2 Dock which is underpinned by the Interpretation Strategy for HMS Victory of 2014. This strategy looked ahead to this Gallery development as the way to tell Victory's long story. This exhibition will

therefore develop the narrative around Trafalgar told upon Victory to reveal the long history of the world's most famous ship.

We want the exhibition to have a clear visitor route which follows a broad chronological structure as set out below. Individual themes e.g. the representation of Victory as a national icon can be emphasised within this structure.

7.1. Welcome, Orientation and Introduction

We want a clear point of arrival and welcome for visitors, where staff can advise and guide on how to use the gallery, and where plan / tactile map is available for orientation.

In the introduction to the exhibition we want to connect visitors to the work that they have seen / will see taking place on HMS Victory. We want visitors to gain a material sense of this work, and to understand the scale of the conservation programme as a live project – and a live project where modern investigations are helping us understand all stages of the ship's history.

This should introduce the idea of this programme as part of a long history of maintenance and conservation, acting as a link to the immersive experience.

Key artefacts

- Replica Figurehead (see artefact list)
- Timber piece with 'Victory' raze mark
- Other arisings from conservation on the ship

Key Resource

- 'Conservation Explorer': a large format touchscreen which allows multiple visitors to explore parts of the ship and connect to documents / images / film which show changes since the laying of the keel in 1759.

7.2. Immersive Experience: HMS Victory: the Nation's Flagship

We see the single most important element of the exhibition as an immersive experience – if visitors only see / remember one element of the gallery this will be it.

This presentation shares the drama and challenge within the long story of HMS Victory's service and survival and acts as an introduction to the stories within the Gallery as a whole (We anticipate this occupying the space marked on the floor plan, See Part 4). This should convey the different threats to the ship's survival since the laying of her keel in 1759, whether these were faced sailing on active service up to 1812, moored in Portsmouth Harbour to 1922, or supported in No.2 Dock and open to visitors. We want visitors to leave the experience with an appreciation of Victory's complexity, uniqueness and significance – and of the scale and grandeur of the endeavour to build, maintain and preserve her.

However, it *should not* provide a detailed chronology or technical understanding; nor should it focus on Trafalgar alone. Instead we look for an experience which is highly visual, which combines a lightness of touch and pace, and which puts people into the ship's story.

7.3. Construction

This area will focus on the immediate reasons for the Admiralty ordering the construction of Victory and explain the importance and symbolism of her name. It will demonstrate the complexity of the first rate ship of the line and introduce the different materials used in construction. It will explain the length of time between laying the ship's keel on 1759 and eventual entry into service in 1778.

Key Events

- 1759 – Keel laid
- 1765 – Floated out of dock
- 1769 – Fully masted for first time
- Return to ordinary

Key artefact(s):

- Original figurehead of HMS Victory
- Plans of Chatham Royal Dockyard
- Tactile display of types of wood and different raw materials used in construction and fitting out.

Key resources

- Audio visual animation of the different stages of Victory's construction in dry dock and eventual fitting out showing the: laying of keel, fitting of stem and sternpost, frames through to her hull planking, floating out, stages of fitting out.
- Audio visual presentation on Victory's surviving sail focusing on its material and manufacture

7.4. Commission

Commission Part 1: This area will look at the Victory's active service as a ship of the line from 1778-1812, explaining its longevity and placing the ship within the context of the whole system which supported the Sailing Navy. It will draw out the drama of the events the ship took part in, setting this alongside the major changes to the ships which kept her in commission.

Key events

- 1778-1782 service against French and Spanish during the American War of Independence

- [Hull is coppered for the first time]
- 1798-1800 - Hospital ship for prisoners of War
- 1801-1803 – Rebuild
- 1803-1805 – Nelson's flagship and Battle of Trafalgar
- 1812 – service in Baltic and off Spain

Key artefact(s):

- Fully rigged and coppered model
- 'Battle of Trafalgar', Nicholas Pocock
- Battle Damage piece
- Boatswain's and Carpenter's accounts from October 1805
- Oil Painting 'HMS Victory at Spithead', J. Carmichael

Key resources

- AV which maps the movements of HMS Victory on 34 years of active service, showing movements between the English Channel, Atlantic, Mediterranean and Baltic.
- AV which uses contemporary accounts by Victory's crew at the Battle of Trafalgar to show the physical toll on Victory from the Battle and Great Storm which followed.

Commission Part 2: This area will look at Victory's survival through a long period of stationary service moored in Portsmouth Harbour 1812-1921. It will explain the physical changes to the ship, the role it played in the harbour, emergence as a national icon and concern for future.

Key events

- 1814-1816 - Major Repair
- 1824 – Flagship of Port Admiral
- 1887 - Emergency Repair
- 1893 – Masts replaced by iron masts from HMS Shah
- 1903 – Rammed by HMS Neptune
- 1905 – Centenary celebrations of Trafalgar

Key artefacts

- Bird's eye view of Harbour showing mooring positions of Victory

Key Resources

- AV which draws on archive accounts e.g. early public visits to HMS Victory in 1820s, diary from new recruits joining in 1850s, eye-witness account of ramming by HMS Neptune, film of wreath laying on Victory in 1905.

7.5. Conservation

This section will focus on the efforts to conserve and restore HMS Victory in No.2 Dock since 1922. It will focus on the national 'Save the Victory' campaign by the Society for Nautical Research, the ship's restoration and opening to the public in 1928. Status as Icon, tourist attraction.

Key Events

- 1922 Entry into Dry Dock
- Restoration to 'Trafalgar Condition'
- 1939 – Preparations for War
- 1941- Bomb Damage
- 2012 – Transfer from MOD into charitable ownership
- 2020 - Resupported

Key artefact(s):

- Painting, 'The Nelson Touch' by W.L. Wyllie
- Painting, 'Crossing the Main Yard', by W.L. Wyllie
- Large format posters advertising Navy Days from 1929 onwards
- Tools and oral histories from shipwrights maintaining the ship.

Key Resources

- AV which reconstructs the Painting of the Panorama of the Battle of Trafalgar by W.L. Wyllie, connecting this to the story of Victory's preservation.
- Archive film sources showing 'Victory's War' e.g. Churchill's visit [1941]

7.6 Conclusion

This area on the first floor (see plan) will look out over HMS Victory throughout the new conservation programme. We wish here to focus on the team – both within the Museum and without – who are carrying out the work to save Victory from multiple 21st century threats. We want this to showcase the choices they face and their application of new technologies and skills to maintaining a ship which remains in use by the Royal Navy

Key resources

- Game: 'Top Ten Threats to Victory' which challenges visitors to put these in order

- AV 'meet the team' featuring film interviews with shipwright, rigger, painter archaeologist, project manager, etc