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Q&As for Project Tullie Phase 3

Exhibition and Interpretation Design Services

Released Tuesday 18 July 2023

1. Are you looking for a creative approach from tenderers at this stage (i.e. moodboards, concept visuals, etc.)?
We are not looking for a creative approach from tenderers at this stage (i.e. moodboards, concept visuals, etc.)
2. Could you advise the timeframe for appointing the Activity Planner for this project?
We've just appointed the Activity Planner, subject to the NLHF approval, and expect their contract to begin from the beginning of July.
3. Could you advise whether an interpretation design consultant was involved in development of the Project Tullie Masterplan, if so whether they are eligible to bid for the current provision, and whether it might be possible to see a copy of the masterplan in reference to this tender?
The development of the Masterplan in 2018 considered an interpretation strategy but no significant interpretation design has been developed in relation to the masterplan and this Phase 3 tender. Since 2018 our thinking has developed along with the scope of the phases within the Masterplan. This means the Masterplan approach is now outdated. We will work with the appointed consultant to this tender to further develop our thinking and approach to an interpretation strategy.
4. Could you clarify whether the appointed designer for this contract would be eligible to participate in the tender for exhibition fit-out later in the project (should this be among services they can provide)?
The appointed designer for this contract would be eligible to participate in the tender for exhibition fit-out later in the project.
5. Can we adjust the proportions (Exhibition and Interpretation Design, Cost Management and Project management) from your suggested breakdown?
You can adjust the proportions from the suggested breakdown.
6. How will the proportion of the work be split between the RIBA stages 0-3 phase and the production phase? Should we show how we think this should break down in our response or do you have a set proportion in mind?
We welcome your own breakdown. The funders are also in agreement that we should be guided by the consultants' breakdown.
7. Do you have any specific requirements for the format of the bid document, other than the use of the excel spreadsheets for the fee breakdowns?
No specific requirements. Most companies submit a PDF with embedded images.
8. Do you want us to include lighting and AV designers as part of the team at this stage?
 - The Exhibition and Interpretation Design Budget includes: The design, planning, project management, cost planning, fabrication management, and delivery of the fit-out scheme for any exhibition spaces, including 3D exhibition design, 2D graphics and any creative installations.
 - The AV designers fee will be included in Exhibition fit out and subcontracted services Budget.
 - The lighting design fee is not included in this brief and budget, so you don't have to include lightning design in your bid.

Please see the brief – page 11 and 12 for inclusions and exclusions.
We welcome your proposed AV designers as part of the team if you are happy to include at this stage. But it is not a compulsory element.

9. Whilst we have decades of experience in the industry (working for other design practices) we have only been trading as an entity for two years. We note the requirement for three years of trading accounts.

The need for three years' business accounts is to prove the resilience and size and scale of those who are tendering for the contract. If you do not have this information, we would be prepared to accept something similar that would prove financial standing. This can be a copy of sole trader accounts as well as a summary of previous contract values.

We welcome your tender response should sufficient alternative financial information be able to be provided. If we require further information to that which you can provide, we would be in touch during the evaluation period.

10. We have recently had success with a National Trust project having teamed up with an audience research and participation practice and would like to repeat the process for your project too. It would be great to understand how we can make the right mix of our team to suit your project and meet the procurement parameters.

Audience research and participation will be an important part of the design and interpretation programme of work however this falls under the scope of our Activity Planning consultants who are shaping the programme of activity and engagement to support Phase 3 outcomes. Due to the tight timescale of the project, we anticipate that this audience development plan and the research behind it will feed into the exhibition design and interpretation work. There may be an opportunity to collaborate on this work once an appointment has been made, depending on the programme timeline.

11. The project information supplied suggest a £35 million capital budget for the developments at Tullie House. Yet I seem to read that the fee for the interpretive and exhibition design for the development and transformation of all the museum galleries, from tender submission, through all design stages, to on site completion is being set at a maximum of £91,000. Is this correct?

Collectively, with all improvements identified in the masterplan suggest a £35m of potential capital redevelopment and investment opportunities. It's very hard to get that amount all at once so Project Tullie is split into different phases:

- Phase 1: Costume Galley – Complete
- Phase 2: Welcome and Entrance - In progress
- Phase 3: Breaking Down Barriers - Under development phase (details can be found in page 5 and 6 of the brief)

With this brief/opportunity, we're procuring Interpretation and Exhibition Design Services just for Phase 3. With this phase, we've identified £786,000 Exhibition Construction Cost. The budget is £91,000 (inc. all expenses but exc. VAT). Further details on budget and inclusion/exclusion can be found on page 11 and 12 of the brief.

12. The Section 6 Award Criteria 3 and 4 ask for examples of recent relevant projects (ideally within the last 3 years). The COVID pandemic impacted the timetable for delivery of many projects, may we therefore request that the 3-year time frame for project examples for criteria 3 and 4 be extended to 5 years?

We understand this. Please ensure you detail relevant projects that have been completed within the 3-year window, but if you have more relevant examples outside of that timeframe do include them but ensure that you tell us when they were completed.

13. Section 5 refers to a written response, can we assume that this can include photographs and if so, can these be additional to the written 10 sides of A4?

The 10-page written response should include imagery. CVs can be sent separately to the written response.

14. Can you tell us who will be involved in the selection process?
The panel is yet to be determined but will be comprised of senior leaders and project team members.
15. Who is responsible for risk management?
Risk Management is undertaken on behalf of the organisation by the Project Sponsor (Museum Director) and Programme Manager. The Project Tullie Project Board govern the project and the risks. Frank Whittle Partnership (FWP) PM services are responsible for the construction risk management, and through the lead designer (at De Matos Ryan) any risks identified under exhibition design should be communicated via the lead designer to FWP.
16. Can we see the Stage 1 NLHF bid?
We will not be releasing this information to tenderers. Section 2 of the tender pack details the original scope submitted to The National Lottery Heritage Fund and Section 3 outlines the expected outcomes. The successful tenderer will be fully briefed on the scheme as soon as we make an appointment (pending approval from The Heritage Fund).
17. Will De Matos Ryan undertake Contract Administration for the Exhibition Main Contract?
De Matos Ryan will provide Contract Administration for the Exhibition Main Contract.
18. Are we to assume procurement of one main contractor for the Exhibition works?
There will be one main contractor who will likely subcontract an exhibition fit out contractor.
19. Are we expected to produce pricing schedules for the Exhibition Main Contract?
The exhibition designer will produce the pricing schedule for the Exhibition Main Contract.
20. We appreciate your offer of visiting the site. It would be good to see the existing galleries, get a feel for the nature of the current collection and get a better understanding of the phase 1 and phase 2 proposals and the vision for phase 3.
To ensure that those companies who can visit site are not given an unfair advantage the site visits will be conducted by a member of the Tullie team rather than someone in the Project team. To allow a fair and consistent process the site tour will follow a planned route and commentary including existing galleries and collections, the Phase 2 site, site of original Phase 3 scope and back of house, storage spaces and external gardens. Any follow up questions resulting from the site tour must be submitted to Linh Bui by email so that they can be shared with all tenderers.
21. You mentioned to us that the Architectural Design Team are at RIBA stage 2 for this part of the project. It would be very helpful for us to understand the architect's vision for access, accommodation (in the sense of room usage) and specifics around the approach to environmental control slated for each space at stage 2, as it would allow us to appoint the correct team. Would it be possible to supply the RIBA2 pack please?
The scope of Phase 3 is still under review and the designs in development require approval and sign off from The National Lottery Heritage Fund. For this reason we will not be releasing this information to tenderers. The successful tenderer will be fully briefed on the scheme as soon as we make an appointment (pending approval from The Heritage Fund).
22. The brief mentions the Interpretation Masterplan for the site. We appreciate that this might potentially change (or at least the nature of the phasing might change) due to recent events, but we feel that we would be better placed to plan and estimate the cost of design stages if we could understand the masterplan. Please would it be possible to send this through?

After reviewing the business documentation to attach along with this tender pack it was agreed that the 2019 Masterplan is out of date and not helpful and so we will not be releasing this information to tenderers.

23. Can you please clarify if PM and QS are domestic to the exhibition design team (and if they are separate from the QS + PM appointed for the overall project) and if so why are their fees noted specifically as £18,000.

The PM and QS specific fees in the brief (£18k each = £36k) are domestic to exhibition design team. They are separate from the PM & QS appointed for the overall project.

The fees (Exhibition and Interpretation Design, PM and QS) were calculated based on a percentage of the exhibition fit out estimate. We welcome your adjustment of the suggested breakdown.

24. What other consultants are expected to fall under the exhibition design scope? Sometimes lighting design, graphic design and interactive design are domestic to ourselves. Elements of 2D design is noted within schedule of services. Please clarify.

- The Exhibition and Interpretation Design Budget include: The design, planning, project management, cost planning, fabrication management, and delivery of the fit-out scheme for any exhibition spaces (including 3D exhibition design, 2D graphics and any creative installations).
- 2D graphics, interactive design fee will be included in Exhibition fit out and subcontracted services Budget.
- The lighting design fee is not included in this brief and budget, so you don't have to include lightning design in your bid.

Please see the brief – page 11 and 12 for inclusions and exclusions.

25. The fee of £91,000 doesn't fit our expectations for a project of this scale and budget for both 3D and 2D design. Is this flexible?

You are welcome to propose your own fees. In our tender evaluation, cost value is weighted at 30%.

26. Do the fees for Exhibition and Interpretation Design (£91,600) need to include Exhibition Lighting design? Or is lighting design part of the Architects scope? I note that 'overhead lights' are excluded from the Exhibition budget.

The lighting design fee is not included in this brief and budget, so you don't have to include lighting design in your bid.

27. Do the fees for Exhibition and Interpretation Design (£91,600) need to include and Audio-Visual Hardware design? I see that the fit-out budget includes AV, IT and interactive elements of the exhibition, including consultant or creative fees. Typically, we would expect that the creative media production and AV Hardware supply and install would come out of the Fit-out budget but there is an element of design required in stage 3/4 to specify the equipment etc.

- The Exhibition and Interpretation Design Budget (£127,000) includes: The design, planning, project management, cost planning, fabrication management, and delivery of the fit-out scheme for any exhibition spaces (including 3D exhibition design, 2D graphics and any creative installations). It means your budget includes the coordination and management of delivering these subcontracted services including AV.
- 2D graphics, interactive design, IT, AV design/consultancy and installation will be included in Exhibition fit out and subcontracted services Budget.

28. Do the fees for Exhibition and Interpretation Design (£91,600) need to include an interpretive planning or content development - or is the by the client team? - I note that Content research and creation of

interpretive text is to be provided by Tullie staff - but just want to understand that the Tender remit is for design only, not including content development / interpretive planning.

The interpretive planning and content development will be a collaborative process between the successful tenderer and our curatorial team, alongside the community. We do not expect the design team to know our collections in detail.

29. Could you please let us know the design team consultants for the Phase 2 project.

The design team identified in the brief is working across Phase 2 and Phase 3.

30. Section 3 page 7 of the ITT refers to: "*Develop the Interpretation Strategy and Exhibition Design to RIBA Stage 3*". Can you clarify whether you require the Exhibition Design team to develop a fully detailed Interpretation Plan (i.e. themes, stories, learning objectives etc) or an approach to interpretation within the RIBA 3 Interpretation Design Strategy?

We will work with the appointed consultant to this tender to further develop our thinking and approach to a full interpretation strategy. We will require the strategy to include outline themes, stories and learning objectives.

31. Regarding section 3.1 of the document, could you clarify if the fortnightly meetings mentioned will be held online or on-site?

This can be online or onsite or combination of the two. We welcome your suggestions.

32. Do we need a designated QS as a qualifying criterion for the cost management segment of the tender process?

Providing Cost Management services is not part of the qualifying criteria for this tender. Where services are not provided then a route to procure services separately should be suggested with the expectation that the tenderer will work with the client to identify the most appropriate route for quantity surveying and cost management services.

33. Please can you provide more clarity regarding the intention with the indicative programme as provided:

- RIBA Stage 5 – Construction – is shown as happening from March 2025 to December 2025; please can it be clarified if this is intended to be the works as designed and specified by the existing design team? Yes this will be Construction as designed by the Lead Architect Design Team. There may be the potential to add/cross over with any Exhibition Basebuild dependent on how the Exhibition Design develops.
- RIBA Stage 6 – Exhibition Fit Out / Handover – is shown as happening from January 2026 to March 2026; please can it be clarified if this is the period when it is intended for the exhibition fit out to be implemented? This is the period expected for Exhibition-fit such as collections, interpretation and other exhibition display elements.
- If this is the case, as the RIBA Stage 4 procurement is all shown as having been completed by February 2025, can the Exhibition Design Team assume that they have minimal if any input required between February 2025 and January 2026? We agree that input needed during that period may be limited but would expect Exhibition Design development to continue throughout this period towards the final fit out if required. During this period there may also be design input required for any Exhibition Basebuild construction which can crossover with the main Construction period.

34. Can I clarify whether the £18k budget is for RIBA 1 – 3 only or for the whole of the project?

The £18k budget under PM or QS are both intended for the full lifecycle of the project RIBA 1 - 7.

35. Looking at the overall programme, there is a period from March – Dec 25 where the project is on site for the base build. Is it sensible to assume that the input needed in that period will be limited as the exhibition isn't to be fitted out until Jan 26?

We agree that input needed during that period may be limited but would expect Exhibition Design development to continue throughout this period towards the final fit out if required. During this period there may also be design input required for any Exhibition Basebuild construction which can crossover with the main Construction period.

36. Procuring the exhibition fit out in Aug 24 – Feb 25, then not starting on site until Jan 26 may not be feasible in terms of a contractor holding their price that long. We would typically do the exhibition procurement whilst the base build contractor is on site. Please could you clarify?

The programme for procurement and construction will be reviewed with the client and Lead Designer following the successful tender appointment.

37. What is the distinction between stage 5 construction and stage 6 fit out?

We expect that Stage 5 construction could include any Exhibition Base build fit-out. Stage 6 will include Exhibition fit out work related to collections, interpretation and other exhibition display elements.

38. What are your hopes regarding the level of involvement of the exhibition design team during the 25 month period between the end of the break clause period and practical completion? ie do you envisage regular meetings and input throughout this time or would you imagine periods of relative inactivity between key points in the programme?

We would expect the team to be kept updated and decide where input is required during this part of the programme. The break clause is implemented from December 2023 and we expect RIBA 4 design work to continue from April 2024.

39. Have you/can you set out the PM services? For example, what role our PM would have with your NLHF relationship.

We expect the PM role to coordinate the work of the exhibition team and feed into the lead designer (De Matos Ryan) and the overarching PM services (FWP). We see the PM role in this Exhibition ITT is an element within your internal team and it won't be required to have a relationship with the NLHF.