



NATIONAL RAILWAY MUSEUM

CENTRAL HALL

DESIGN COMPETITION

**RAILWAY
MUSEUM**

SEARCH STATEMENT

**MALCOLM
READING
CONSULTANTS**

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FOREWORD

The National Railway Museum based in York – one of the world's most important railway cities – is poised for a reinvention.

We are set to benefit from the forthcoming 45-hectare York Central regeneration, projected to give a £1bn+ boost to the local economy. One of the largest redevelopments in the UK, and indeed Europe, the re-routing of a major road and the arrival of new neighbourhoods means our museum will become the cultural anchor for an entirely new city centre quarter.

The UK's railways are also currently experiencing an unprecedented level of investment. Significant infrastructure projects such as Crossrail and HS2 – the largest new rail construction projects since the mid-19th century – are prompting national debates. Meanwhile, passenger numbers keep breaking records. Rail's potential as a sustainable mode of transport is vast. Using up to 70 per cent less energy, with up to 85 per cent less air pollution than a jet aircraft, trains are a greener way to move people and goods.



Judith McNicol. Director, National Railway Museum

Accordingly, the *National Railway Museum Central Hall Design Competition* focuses on an emblematic project within our *Vision 2025* strategy. This new building, circa 4,500 sqm and with a construction value of £16.5 million (and with associated architectural and infrastructure works of £10 million), will be central to our mission to reveal wonder and inspire futures. The building's showpiece spaces will enable us to tell the compelling story of the current resurgence in railway technology, as well as introduce visitors to the treasures of our world-class collection.

Fundamental to our unique heritage is that the railways were invented right here in the north of England. More recently, work pioneered in this country has contributed to Hyperloop (arguably the future of rail), whilst the UK has also led developments such as tilting train technology, high speed rail track fastenings, and MAGLEV, which is now successfully used in countries including the USA, Germany, Italy, Portugal, Norway, Switzerland, China and Japan.

With our 50-year anniversary in 2025 fast approaching, and with Government and rail industry support at the highest level, it is our ambition to become the 'World's Railway Museum'. The stories of the railways are a fantastic resource to inspire young people to use their curiosity and ingenuity in science and engineering to make a positive impact on their world and we want to be the gateway to STEM innovation for the next generation of Brunels and Stephensons.

So, to the design competition: we are looking for integrated teams of architects and engineers, national or international, who strongly connect with our vision. The competition has an open first stage and, at stage two, at least five teams will be shortlisted. These finalists will receive an honorarium of £30,000 and we intend to hold an exhibition of their schemes in York in February 2020.

We very much hope you will read on and decide to enter the competition.

Judith McNicol
Director, National Railway Museum



**'THINK BIG, REVEAL
WONDER, SHARE
AUTHENTIC STORIES,
IGNITE CURIOSITY AND
BE OPEN FOR ALL'**

— Science Museum Group Key Values





THE PROJECT

INTRODUCTION

THE PROJECT

The *National Railway Museum Central Hall Design Competition* focuses on finding an outstanding integrated team to design a new centrepiece building and propose enhancements to some of the fabric, infrastructure and organisation of the existing museum buildings.

Anticipating the re-routing of a major road that currently bisects the museum site, the Central Hall will unite the core museum buildings, combining a new entrance experience with public-facing spaces for exhibition, orientation and reception.

The circa 4,500 sqm building needs to seamlessly integrate with existing museum spaces and will feature a spectacular new 1,000 sqm gallery, which will showcase future acquisitions and innovative technology and introduce the world-class collection. The building has a £16.5 million construction budget.

The museum's intention is that the Central Hall is holistically conceived as an integrated ensemble of spaces and with a confident 'museum', rather than a 'station', aesthetic.

It is recognised that this major new addition will have an impact on the existing buildings and structures. A series of significant upgrades to these buildings is planned, with budgets identified for elements such as roofs, façade, demolitions, openings and services. These works are referred to as the wider architectural and infrastructure improvements, and have an associated construction budget of no more than £10 million. Depending on the post competition concept design, a proportion of these works may be undertaken by the appointed team for this project.

The Central Hall project is an opportunity to relaunch the museum in 2025 — exactly 50 years after the museum first opened — as part of the National Railway Museum's planned celebrations to mark the 200th anniversary of the first steam powered passenger railway.

The brief for the competition (see Project Aims, pages 16-17, and Emerging Brief, pages 25-27 for full details) prioritises show-stopper spaces to create outstanding welcome, arrival and exhibition gallery areas, as well as improving the site's connectivity and legibility.

The Central Hall is a key part of the National Railway Museum's *Vision 2025* — a strategy which sets out a holistic vision for revitalising the National Railway Museum (and its sister attraction of Locomotion at

Shildon, County Durham) through a transformation of the physical estate, as well as projects focused on improvements to the collection, exhibitions and museum programming, and a refreshing and updating of the wider visitor experience.

Vision 2025 positions the museum, which forms part of the Science Museum Group's network of national museums, as the cultural anchor of the forthcoming York Central urban regeneration project. This covers one of the largest city centre brownfield regeneration sites in the UK and Europe and is set to transform the former industrial site where the National Railway Museum is located.

NATIONAL RAILWAY MUSEUM *VISION 2025* PROJECTS

Competitors need to be aware of other projects in the *Vision 2025* programme which will need to be considered as part of the wider architectural and infrastructure improvements.

These include:

- **Wonderlab:** A new engineering-focused interactive gallery designed to appeal to 7-14 year olds. Wonderlab will engage audiences with the inventiveness of engineering through experience, interactivity and play.
- **Great Hall:** Improvements to this key gallery to increase engagement and interactivity in the exhibition spaces which present and interpret the world the railways made.
- **Open Store:** Rationalisation and decluttering of the collection store to enhance the visitor experience.
- **South Yard:** Connection of this outdoor event and play space to a large green open space and public realm created by the York Central development, to create the country's first railway park.
- **Engineering Workshop and Depot:** Purpose-designed facilities for the storage and maintenance of operational rail vehicles.
- **Locomotion Building Two:** A new building at Shildon will increase capacity for the display of the rail vehicle collection.

The *Vision 2025* strategy has an overall budget of £55 million. This includes the £16.5 million Central Hall construction cost, the construction budget of no more than £10 million for the wider architectural and infrastructure improvements, and the cost of the above projects and initiatives.

The museum's intention is that the Central Hall building is holistically conceived as an integrated ensemble of spaces and with a confident 'museum', rather than a 'station', aesthetic.

In addition to the *Vision 2025* projects, the museum also intends to make improvements to Station Hall to provide a more immersive story-telling experience focused on the departure and arrival point for railway journeys, past and present. These improvements are not included within the scope of *Vision 2025*, but are an associated project.





BACKGROUND

Though long regarded a national treasure, welcoming more than 750,000 visitors per year, the National Railway Museum, at the heart of York and adjacent to the city's railway station, suffers from having an unwieldy estate.

The museum is made up, essentially, of two separate main buildings, Great Hall and Station Hall, as well as a mixture of poorly integrated, somewhat piecemeal, support spaces. Visitors currently have to use an underpass that is hard to find and navigate to cross a major road, Leeman Road, which bisects the site, and they often miss out on the full museum experience. From a curatorial perspective, the site fails to communicate a coherent story or idea and does not deliver on the Science Museum Group's values of *'thinking big, revealing wonder, sharing authentic stories, igniting curiosity and being open for all'*.

Benefitting from new world-class facilities through this project, the museum is hoping to attract 1.2 million visitors per annum, increasing its audience by around 60 per cent (doubling the number of school children visits) and positioning it as the world's foremost railway museum — presenting the stories of railways past, present and future.

But the Central Hall building will also need to be the cultural placemaker for the York Central development, changing local perceptions so that York residents, visitors and workers see the museum as a place for them and so that they have a genuine sense of ownership.

YORK CENTRAL

York Central¹ will transform a disused railway estate and infrastructure, on a 45-hectare swathe of York, into a series of new city centre residential and business neighbourhoods. It will introduce 2,500 homes, 20 per cent of which will be affordable, and around 87,000 square metres of commercial space — creating up to 6,500 jobs and adding a £1.16 billion boost to the economy. It will also improve cycling and pedestrian access and create space for new hotels, the country's first railway park, and a new entrance to the railway station.

The wider site is designated as a UK Government 'Housing Zone' and has 'Enterprise Zone' status, which offers commercial occupiers significant incentives.

This initiative at the heart of York, one of the UK's most historic cities, and adjoining its existing retail

and business core, is expected to play a pivotal role in the economic growth and transformation of York as a city, and bring wider regional benefits.

The transformed National Railway Museum will be the physical gateway to the regenerated district as well as a wonderful cultural resource within York and for the UK, stimulating intellectual curiosity and inspiring younger generations to engage with engineering disciplines. The museum will be complemented by the creation of Museum Square, a York Central project which will create a new civic forecourt providing a fitting pedestrian arrival to the museum from York Station and beyond.

For more information on the wider York Central development, see yorkcentral.info

¹ The forthcoming York Central development was approved by the Local Planning Authority in March 2019.

FEASIBILITY STUDY

In October 2016, architects WilkinsonEyre was commissioned by the Science Museum Group to conduct a feasibility study for a new central gallery linking the National Railway Museum's existing buildings and to address integration with the York Central Masterplan. Although the study illustrated an architectural concept, this was specifically intended to inform the widest opportunity. The work enabled the National Railway Museum to develop the brief; test the practicalities of building on the proposed site; engage in the broader masterplan development with its partners on York Central; and refine its business plan.

Competitors should note that the designs for the National Railway Museum as depicted on the York Central website or in the Feasibility Study are no longer current and are superseded by the competition documentation.

DESIGN COMPETITION

This is a two-stage design competition and is being run in accordance with EU procurement guidelines and the UK Public Contracts Regulations 2015. This competition has been advertised in the Official Journal of the European Union (OJEU).

This competition is being managed on behalf of the National Railway Museum by Malcolm Reading Consultants (MRC).

No design is required at the first stage. Initially, competitors are invited to submit an Expression of Interest — the deadline for this is: **14:00 BST Wednesday 16 October 2019.**

As part of a wide-ranging public engagement process, the National Railway Museum will hold an exhibition of the schemes submitted by shortlisted teams in York in February 2020.

competitions.malcolmreading.com/railwaymuseum

PROJECT AIMS

The National Railway Museum's new Central Hall needs to:

- **Be of outstanding architectural quality — the centrepiece of the museum's wider strategic investment, *Vision 2025* — and give the museum a revitalised physical presence worthy of a national cultural institution**
- **Present a compelling and appealing new welcome and arrival space for the National Railway Museum to position the museum as the cultural anchor for the wider York Central regeneration project**
- **Be the catalyst that connects, rationalises and integrates the existing museum estate**
- **Present a spectacular new exhibition gallery with the aim of increasing visitor numbers and encouraging return visits (note: exhibition design is not in scope)**
- **Embody a national museum aesthetic (rather than railway station architecture) using warm, natural materials to reference the existing site and historic buildings and showing a sense of scale that is appropriate to agreed development parameters**
- **Serve the needs of existing and new communities — offer a safe space to gather, learn, play and relax; practically, integrate passer-by and local pedestrian access through the site during opening hours**

- **Be 'open for all' — exceeding expectations and minimum standards of access and inclusion**
- **Demonstrate a holistic approach to sustainability, from design and construction through to operations and use, to reduce operating costs by improving the museum's operational efficiency**
- **Increase income generation and visitor dwell-time through improved retail, catering and event facilities**
- **Take advantage of the opportunities presented by the surrounding York Central development**

The National Railway Museum's strategic aims:

- **Foreground innovation in the history and development of railways and tell broader stories of science, technology and engineering within the railway context**
- **Inspire a generation of engineers, scientists, inventors and creatives, stimulating greater industry engagement and apprenticeship learning**



NATIONAL RAILWAY MUSEUM

Part of the Science Museum Group, the National Railway Museum was the first English national museum outside of London. Its origins can be traced back to the success of the Railway Centenary Exhibition held in Darlington in 1925, which inspired the London and North Eastern Railway (LNER) to open the first Railway Museum in York in 1927 (located on Queen Street).

The current National Railway Museum opened in 1975. Its collection dates from the nationalisation of the railways in 1948, when the newly created British Transport Commission inherited the collections of several previous independent railway companies.

There are two primary exhibition spaces at the museum, both rich in rail history: Station Hall, originally the Goods Station where rail vehicles were loaded and unloaded; and Great Hall, originally part of the York North Engine Sheds, where workers prepared giant steam locomotives to pull the main line trains.

In 1988-92, the museum undertook a major refurbishment and expansion project, which included external cladding, a new roof and the conversion of Great Hall into an exhibition space. In 1996, the South Yard was created, which features a miniature railway, and in 1999, the remaining 1950s buildings on site were replaced by The Works — a dedicated space which provides a behind-the-scenes look at how the museum's team of engineers and craftspeople keep engines and carriages in top condition.

Additional highlights at the museum include: the Search Engine (an archive and research space that contains an extensive collection of railway books, magazines and archive materials); South Yard (an outdoor area that contains a fully operational passenger railway ride); the Warehouse (renamed North Shed in 2018), which contains the Collections Store and the restoration Workshop; and the Depot (a working engine shed). There is also a Weigh Office and Goods Station which face on to the square at the front of the museum, and the Stables building, located on Leeman Road.

The National Railway Museum is home to over one million objects showcasing nearly 300 years of railway history with a vast and diverse collection of objects. The museum is the UK's largest repository of historic railway material and includes locomotives dating as far back as 1829.

The National Railway Museum tells the story of the historical development of the railways in the UK and beyond. Nearly 75 locomotives, carriages and wagons are displayed at the museum, with more of the collection on show at Locomotion, the museum's sister facility in Shildon. Rail vehicles in the popular collection include the world's fastest steam engine Mallard, the exquisitely streamlined Duchess of Hamilton, George Stephenson's pioneering Rocket, the Flying Scotsman, and the only bullet train to be found outside of Japan.

Historically, the museum's emphasis has been on rail vehicles, but going forward there will be more focus on stories and objects from its extensive wider

collection which includes railway posters, paintings, ceramics, signage, uniforms, furniture, drawings, coins, photographs, model trains and rare books.

Following the completion of the Central Hall project, it is anticipated that the museum's existing collection will continue to be primarily contained within Station Hall, Great Hall and the North Shed, with the Central Hall gallery focusing on showing future acquisitions and innovative technology.

The museum's exhibitions explore all aspects of the railway's evolution. Permanent exhibitions include *Ambulance Trains* which depicts the history of ambulance trains through digital projection, film, wartime letters, diaries, photographs, sound and drawings, and *Highlights* which focuses on intriguing stories and little-known facts about less well-known objects in the collection.

Current temporary exhibitions include *One Billion Journeys*, an exploration of the impact of the railways in China, depicted through the lens of photographer Wang Fuchun, and *Royal Carriages*, an exploration of royal railway travel through the most extensive collection of royal carriages in the world.

The museum is open 362 days a year and is ranked amongst the most popular attractions in the UK.

The Science Museum Group is a collection of national museums in the UK that includes the Science Museum (London), the Science and Industry Museum (Manchester), Locomotion (Shildon, County Durham), the National Science and Media Museum (Bradford) and the National Collections Centre (Wroughton, Swindon).

railwaymuseum.org.uk



THE SITE

Located in the centre of York, the National Railway Museum is positioned across two main sites that are bisected by Leeman Road, a significant route into the city from the northwest.

The museum sits within a larger industrial site that was originally developed in the mid- to late-19th century by the North Eastern Railway Company. Historically, this larger site included goods yards and freight logistics infrastructure, as well as depots for the maintenance and construction of railway equipment including carriages and wagons.

Surrounded by the remnants of this industry, the museum is today dominated by railway heritage and infrastructure.

The museum's southern site contains the Grade II listed Station Hall, the primary museum entrance, South Yard, the Learning Platform, and a series of ancillary buildings. The northern site is occupied by the much

altered and extended Great Hall, the North Shed (containing the Collections Store and the restoration Workshop), and a series of ancillary buildings.

Currently, navigation across the two sites is challenging. An underpass connects the two halves of the museum, but this provides neither a happy visitor experience nor equal accessibility.

As part of the York Central development, described elsewhere in this document, Leeman Road will be rerouted around the west and south of the development. This will provide the opportunity for the museum to connect its two main buildings at ground level, through the creation of the new Central Hall.

Sited between Great Hall and Station Hall, the new building will create an opportunity to improve overall legibility of the external architecture and the visitor experience within the museum.

Currently, navigation across the two sites is challenging. An underpass connects the two halves of the museum, but this provides neither a happy visitor experience nor equal accessibility.

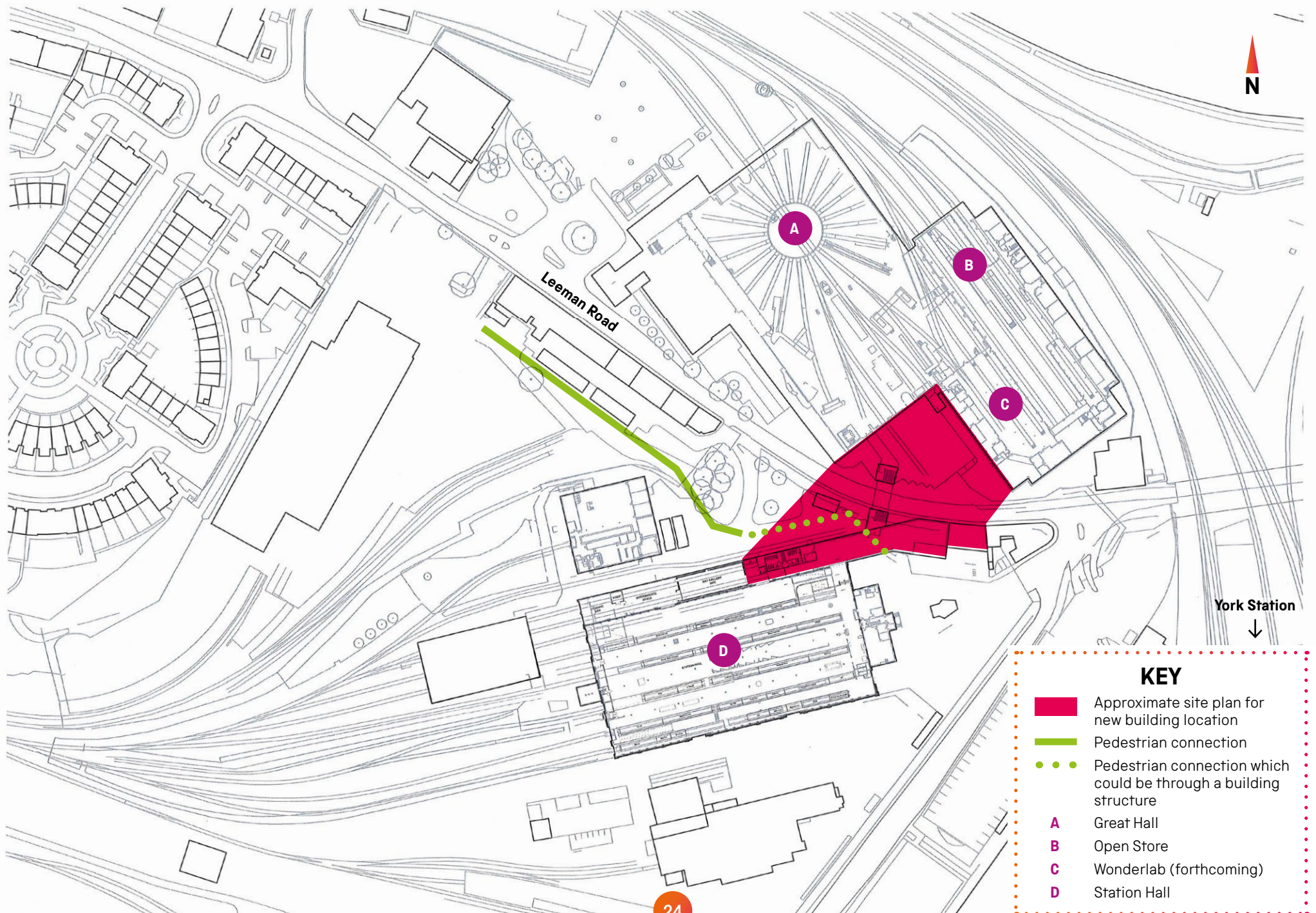
CONTEXT — VISION 2025

The permanent landscaping element of *Vision 2025* is outside of the scope of this competition; however, competitors must provide a design solution for a defined area immediately adjacent to and surrounding the new building, at its thresholds and entrances.

CONTEXT — YORK CENTRAL

The York Central development provides the opportunity to unify the museum's estate and public realm for the first time, allowing for an integrated and landscaped setting that can support museum operations and programming.

An integral part of the landscape strategy for York Central will be the creation of a new Museum Square, which will give the National Railway Museum a new forecourt and civic realm, providing a fitting entranceway to the museum and a pedestrian-friendly connection back to York Railway Station.



KEY

- Approximate site plan for new building location
- Pedestrian connection
- Pedestrian connection which could be through a building structure
- A Great Hall
- B Open Store
- C Wonderlab (forthcoming)
- D Station Hall

EMERGING BRIEF

The project brief is in two parts: the Central Hall and the wider architectural and infrastructure improvements.

CENTRAL HALL

The Central Hall building, which is circa 4,500 sqm and has a construction budget of £16.5 million, will sit at the junction of the museum estate, between Station Hall and Great Hall.

Key to an improved visitor experience at the museum, practically the new building will:

- 1) Create a new public face to the museum, providing an appropriate forecourt to, and entrance sequence from, York Railway Station and beyond.**
- 2) Provide compelling and appealing public-facing welcome and arrival spaces for orientation and reception.**

- 3) Provide a spectacular new exhibition gallery to showcase future acquisitions and innovative technology and introduce the world-class collection.**

- 4) Contain core visitor amenities and facilities, including retail and food and beverage outlets.**

- 5) Provide clarity to the museum's internal circulation and transform the legibility of the visitor experience, guiding visitors to explore the primary gallery spaces in Station Hall and Great Hall.**

The Central Hall should be future-proofed and offer sufficient flexibility to adapt and evolve as visitor numbers increase or spaces are refreshed.

Architecturally, the building will need to have the status and presence of a national museum — simple, sustainable, accessible and flexible. It should provide memorable spaces that are formed of natural and warm materials that are rich in detailing — appropriately contrasting with the heaviness and solidity of the original railway heritage of the museum, but without taking its lead from the architecture of railway stations past or present.

Although wider landscaping is outside the scope of this project, competitors should allow for public realm works associated with the thresholds and entrances to the new Central Hall to support the quality of the arrival experience in advance of the Museum Square project being delivered.

WIDER ARCHITECTURAL AND INFRASTRUCTURE IMPROVEMENTS

The Central Hall project, together with the *Vision 2025* projects described on page 10 and the opportunities created by the adjacent York Central regeneration area, will provide the catalyst for a series of wider architectural and infrastructure improvements to the museum.

The Central Hall will link the principal existing museum buildings, engaging physically with the fabric of each to varying degree, at the discretion of the competitor.

A series of significant upgrades to these buildings is planned, with budgets identified for elements such as roof, façade, demolitions, openings and services. These works are referred to as the wider architectural and infrastructure improvements and, together with the new building, will serve to upgrade and integrate the site and its buildings, clarify the visitor circulation

routes, and improve the overall museum experience. In order that the final definition of scope and focus of expenditure by the museum is optimal, a proportion of these works may be undertaken by the appointed team being sought through this competition, especially where these are directly relevant to the context of the new building. Further details on the wider architectural and infrastructure improvements can be found in Appendix A.

Accordingly, the scope of work for the appointed team includes a concept design report (with related drawings, surveys, options appraisals and phasing plan) to Royal Institute of British Architects (RIBA) Stage 2 (Concept Design) in order to illustrate the most effective way to integrate the wider works so that, in association with the appointed team, the best implementation approach can be agreed upon.

The full construction budget for the wider architectural and infrastructure improvements package will total no more than £10 million. Whilst some may be fundamental

INCLUSION, EQUALITY AND SUSTAINABILITY OBJECTIVES

Overall, and practically, the project should have inclusion, equality and sustainability as its core values. It should build on the work the Science Museum Group has done to date as a cultural leader in these fields, and should be based on a holistic approach to sustainability, in its design, construction and use. The construction methodology and approach should consider the specific constraints of the site and its wider context.

to the delivery of the appointed team's design of the new building and therefore eventually come under the scope of services of the team, other elements may be classed as replacement/maintenance works and can be carried out independently of the construction programme for the main contract.

CURATORIAL CONTEXT AND THINKING

Alongside improvements to the National Railway Museum's physical environment, the museum's strategic plan *Vision 2025* also provides an opportunity for the museum to rethink its curatorial offer and reposition itself as the 'World's Railway Museum'.

Although exhibition design is not included within this project, the following information is provided to give context and to inform the design of the exhibition gallery within the Central Hall.

A key part of fulfilling *Vision 2025* will be to shift public perceptions of the museum from a place associated with the past, to one which uses its collection and expertise to explore the contemporary and future power of science, technology and engineering. The vision for the National Railway Museum in 2025 is a transformed museum where the vivid beginnings of railway history sit side-by-side with the cutting-edge innovations shaping our world today.

By celebrating the past, present and future of railways and engineering, the National Railway Museum aims to capture the hearts and minds of the next generation of engineers, innovators and thinkers.

In addition, as the cultural anchor of one of the largest city centre developments in the UK and Europe, the National Railway Museum wishes to take a holistic view of the purpose of a museum within society. A key part of this will be exploring how the museum can become a social and cultural resource for the city, meeting the needs of its audiences: local, national and international. The ambition is that the National Railway Museum in 2025 will be a must-see destination, a world-class institution and an essential part of the community.

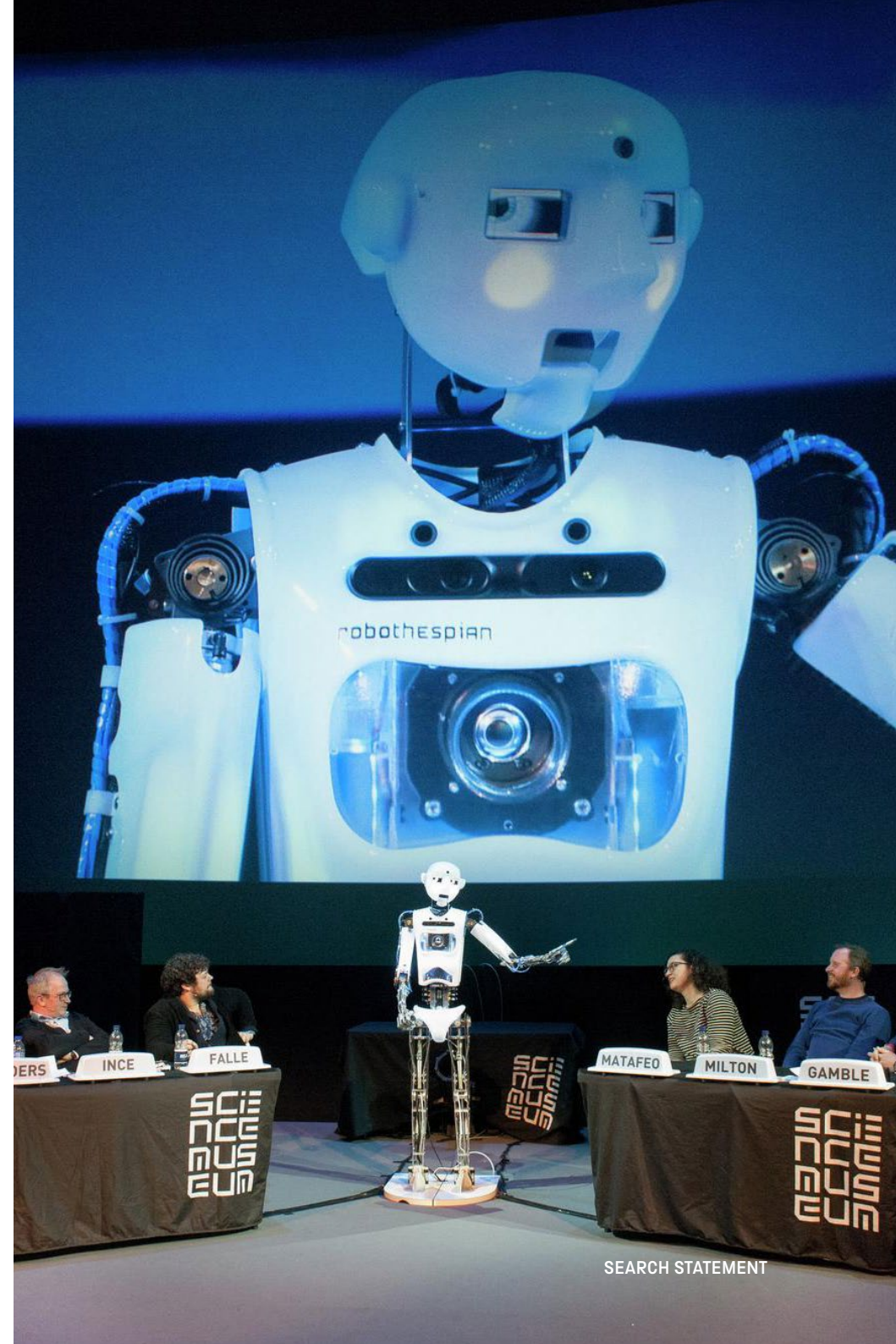
The National Railway Museum has set out two fundamental ways in which it must act to realise its potential. These are as follows:

1. Tell broader, more representative stories of science, technology, engineering and innovation, within the context of railways — past, present and future

Inspire a generation of engineers, scientists, inventors and creatives to solve the problems of the future. The National Railway Museum will partner with the modern rail industry, showcase the very latest developments, highlight the inspirational figures and breakthroughs of the past, and look to the future.

2. Be the cultural heart of a new urban quarter by serving the needs of residents, visitors and workers

The National Railway Museum will answer to the needs of its new and existing community, by offering them a safe space to gather, learn, play and relax.





SITE-WIDE THEMES

The National Railway Museum has developed six key themes which will underpin the interpretation strategy of *Vision 2025*, threading through the exhibition spaces and the wider site.

1. Place

Celebrate the railway heritage of the National Railway Museum site and the stories of its communities in its narratives and identity.

2. Technology and engineering

Ask questions about and engage audiences in how and why things work to reveal the STEM content that underpins its collection and stories.

3. Impact and change

Showcase the enormous global social, political and economic transformation brought about by the railways.

4. People

Give voice to the stories of the thousands of men and women whose lives have been shaped by the railways.

5. Innovation

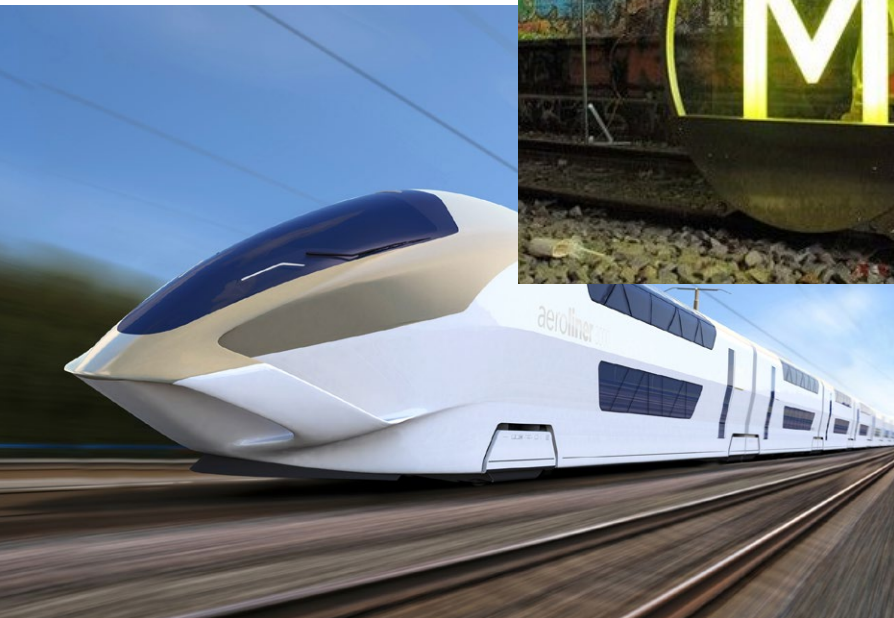
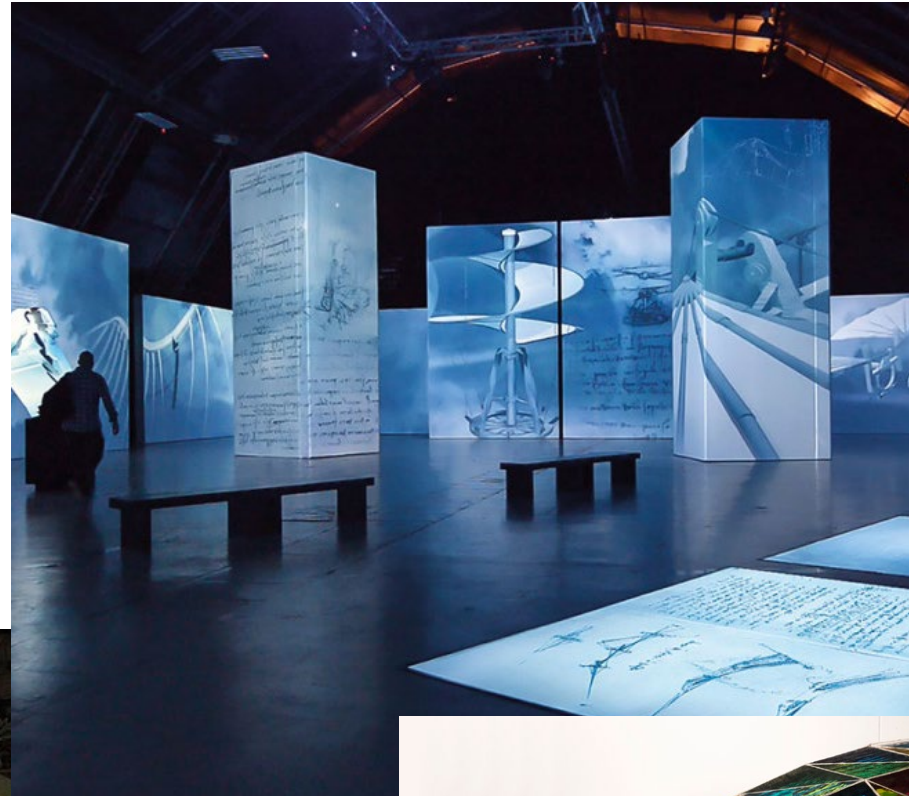
Inspire audiences with invention, creativity and originality to fuel the next generation of engineers.

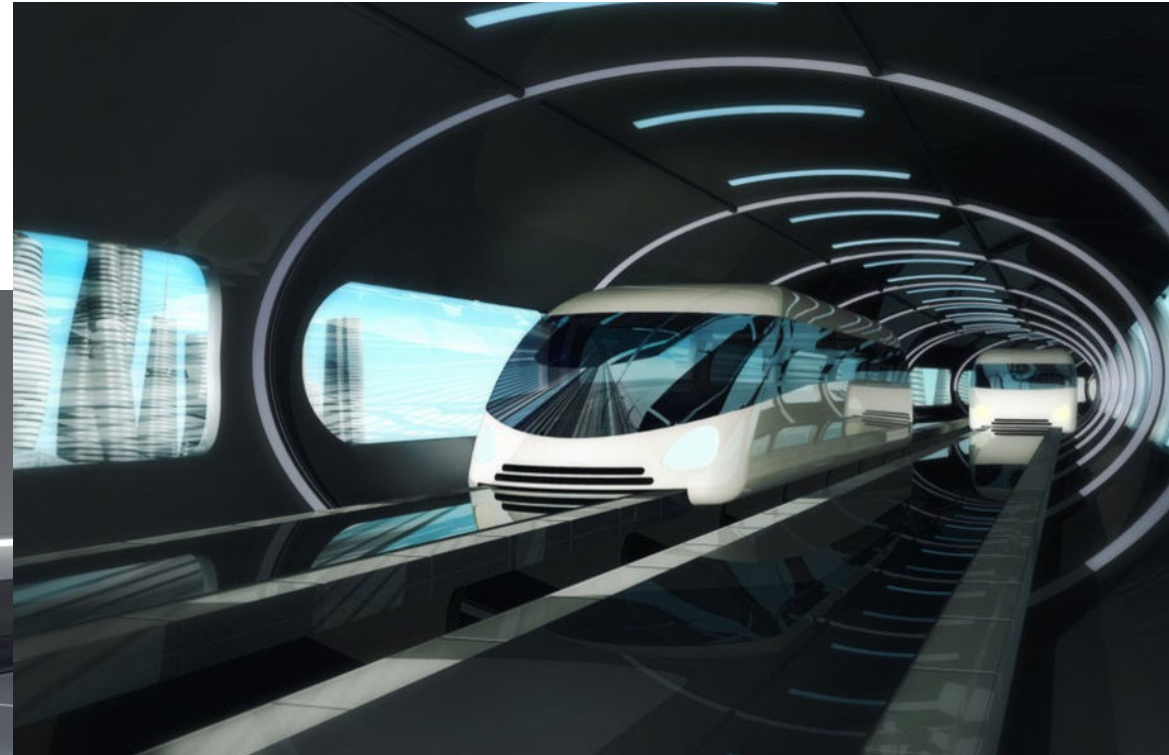
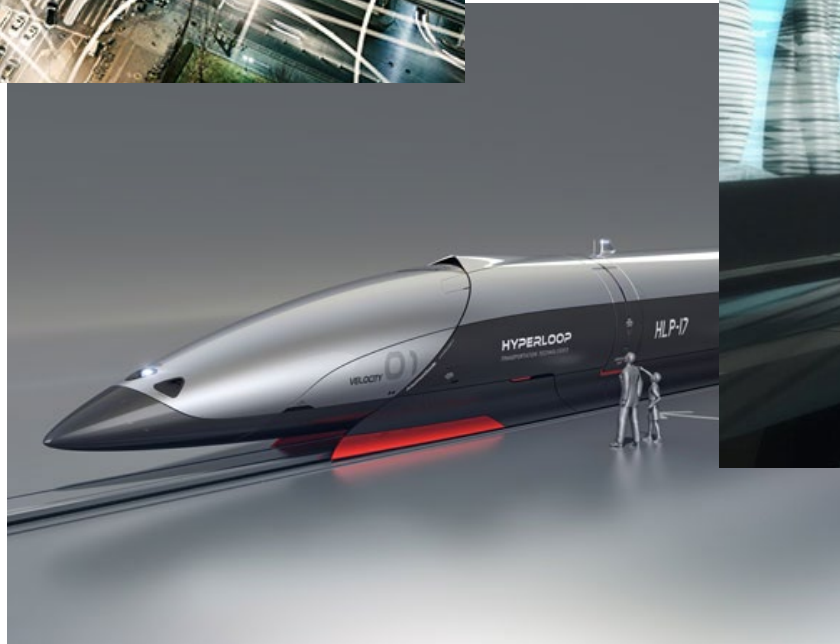
6. Past, present, future

Reveal the past, celebrate the present and ignite curiosity in the possibilities of the future.

POTENTIAL OBJECTS IN THE CENTRAL HALL GALLERY

These are indicative images only —
a further list is provided in the
Competition Conditions.







YORK CONTEXT

York is one of the UK's oldest and most significant cities. The city was established as 'Eboracum' by the Romans in 71 AD, although archaeological evidence dates settlement in the area back to the Mesolithic period.

York is situated in close proximity to where the River Foss joins the River Ouse, and benefits from a strategic location which made it attractive to settlers as people and supplies could be easily transported from the North Sea.

The Romans lived and ruled in York for three centuries, during which time it became one of the most important global cities of the Empire. The city was fortified by a stone wall running along the perimeter, which is amongst the Roman ruins that can still be seen in the city today.

Medieval York was a flourishing port, with industry centred around wine imports and textile manufacturing. Building in the city increased during this period and

this architecture is still evident today in the inner city, with its 13th century walls, overhanging timber-framed houses and narrow streets. A fine example of this is The Shambles which, with its traditional shopfronts, is one of the UK's most historic and picturesque streets.

The city is also home to York Minster, a cathedral constructed over 250 years between 1220 and 1472, which is one of the finest examples of Gothic architecture in the UK.

Trading significantly decreased for York in the 16th and 17th centuries due to the increase in trade with North America and the West Indies, which moved the focus of the UK's trade to the other side of the country.

The city greatly benefited from the industrial revolution in the 18th and 19th centuries, and in particular from the advent of the railways, and the population continued to grow rapidly in the 20th century.



Today, York is a thriving city with a population of over 200,000 people and flourishing tourism, retail and restaurant sectors. Other key industries include the railways, financial and professional services, and creative and technology businesses. The city is a substantial base for companies such as Hiscox, Nestlé and Aviva.

The York economy is worth approximately £4.9 billion — supporting roughly 8,610 businesses and 114,000 jobs. York continues its strong links with the rail industry, accounting for 10% of national rail industry employment and is home to major offices and headquarters for Network Rail, Northern Rail and LNER.

York is home to the University of York, a member of the Russell Group universities, which has an architecturally significant campus. With its charming medieval street patterns, York is a popular filming location and has featured in films such as the Harry Potter franchise and TV shows including Downton Abbey.



YORK — THE RAILWAY CITY

The city of York reinvented itself through the railway. As this new technology took off in the UK, George Hudson, a draper from York, invested in the North Midland Railway and persuaded George Stephenson to build his railway line from Newcastle to London through York, rather than bypassing it and going straight to Leeds.

The first railway arrived in York in 1839. At just 15 miles long, it was in its infancy and, at first, a makeshift wooden station was built to accommodate it. Just a year later, York had a direct rail link to London and the wooden building was soon replaced by a permanent station designed in 1841 by George Townsend Andrews and built inside the city walls on Toft Green. An archway was opened in the city walls to allow trains to travel in and out.

The railway station was moved to its current location in 1877. Designed by Thomas Prosser, it took three

years to construct and, with 13 platforms, was the largest in the UK at the time. Built on a curve to match the line of the railway tracks, the station was architecturally remarkable and was known as a 'monument to extravagance'.

The introduction of the railways to York saved the city from stagnation, as there had been very little economic growth in the preceding years and the city was still a relatively small market town. The railway brought heavy industry to the city for the first time, allowing easy transportation of trade and goods and opened up the city to new markets, as well as tourism from Manchester, Nottingham and London.

Today, the National Railway Museum stands as testimony to York's involvement in the railway revolution — both internationally and in the UK.

TEAMS

TEAM COMPOSITION

The National Railway Museum is seeking integrated design teams comprising:

- **Lead Consultant***
- **Architect**
- **Principal Designer (under the Construction and Design Management [CDM] Regulations 2015)**
- **Structural and Civil Engineer**
- **MEP (Services) Engineer**

Some or all of the disciplines noted above may be provided by one company and are not required to be proposed by individual companies.

* The design team should be structured under a Lead Consultant, who should be an Architect.

Principal Designer Services may be provided by the Lead Consultant or by a separate service provider, dependent on the composition of your design team.

Internationally-based competitors may be required to propose a UK-based executive architect as part of their team at Stage Two.

Please note: *landscape architecture, cost consultancy, project management, exhibition design, employer's agent and planning consultancy services (if appropriate) related to this project will be procured separately by the client and do not form part of this procurement process.*

TEAM REQUIREMENTS

The National Railway Museum is seeking an integrated design team:

- **Who can demonstrate exceptional design talent and creative flair;**
- **Who will create an outstanding, contemporary and original design;**
- **Who will be sensitive to the heritage context;**
- **Skilled at integrated design, including architecture and engineering;**
- **Skilled at inclusive design, including the incorporation of inclusive design standards;**
- **Who is exacting and careful in the choice and use of materials and attentive in the quality and richness of their detailing;**
- **Who will understand and acknowledge the site and its context;**
- **Who will consider all potential uses and users of the museum, including staff, volunteers and the visiting public;**
- **With expertise in sustainability — in design, construction and use;**
- **With a track record of delivering projects that meet the brief and are delivered on time and on budget;**
- **With a keen eye for detail and the ability to implement a design approach at a variety of scales, from the micro to the macro; and**
- **Highly-skilled in communications and with experience of consultation with multiple statutory and community stakeholders.**
- **Able to form positive and collaborative working relationships with an engaged, informed and experienced client body**

SUB-CONSULTANTS

Sub-consultant companies may enter the competition with more than one team if they wish to do so. However, in the event that a sub-consultant company is shortlisted on more than one team, that company will be required to name different senior individuals for each team and will be expected to comply with the competition's requirements for non-collusion, which may include the requirement to sign confidentiality agreements and to supply a management policy for potential conflicts of interest.

Individual companies, including those with multiple offices, may not lead more than one design team bid. Companies may lead one bid and sub-consult on additional bids, providing different individuals are proposed.

ELIGIBILITY

Stage One of the competition is open to architect-led integrated design teams of qualified designers as detailed above, who meet the requirements as described within this Search Statement document and the Selection Questionnaire as included in Appendix B.

The competition jury (including reserve members), the client organisations and selected representatives or officers of the relevant consent authorities are ineligible to enter the competition. Associates, employees and direct family members of employees of the National Railway Museum or any of the Science Museum Group family of museums are also ineligible to enter the competition.

FINALISATION OF THE DESIGN TEAM

Please note: the National Railway Museum reserves the right to determine the final composition of the design team appointed for the project, and this may include the appointment of sub-consultants that are not suggested within the competitor's bid. For the avoidance of doubt, this is to ensure the correct mix of skills and expertise and will not be imposed unreasonably.

NOTE: PARALLEL PROCUREMENT PROCESSES

Parallel procurement processes will be undertaken by the National Railway Museum for a framework for professional services covering other aspects of delivery of the *Vision 2025* programme of works — namely cost consultancy, project management, structural and civil engineering and MEP engineering. For clarity, the scope of this competition is excluded from these independent procurement processes.



ION HALL

The People Who Joined Us On Our Journey

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DONATIONS FROM VISITORS
FRANCIS TOWNEND
MR & MRS. ARTHUR WILLIAM DOWNHAM

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SUE EVANS

The Samuel Storey Family
Charitable Trust

The Hon Sir G.
MCALPIN

Phil
LOV



THANK YOU FOR
YOUR SUPPORT
IN MAKING
THIS POSSIBLE

PROJECT DETAILS

BUDGET

The overall construction budget for the Central Hall building is £16.5 million.

The construction budget for the wider architectural and infrastructure improvements will be subject to the outcome of surveys and options appraisals to establish scope and phasing of the overall programme and will total no more than £10 million.

The budget figures exclude VAT, contingency, inflation, professional fees, exhibition, café and shop fit out, museum decant costs, security, visitor impact and site management and disruption to operations during build.

Further details will be provided at Stage Two to shortlisted competitors.

PROJECT PROGRAMME

The Central Hall and implementation of the wider architectural and infrastructure improvements are anticipated to be completed and open to the public in time to celebrate the museum's 50th anniversary at the start of 2025. A more detailed anticipated timeline — from conclusion of the competition through to opening of the project — is provided in the *Competition Conditions*.

SCOPE OF SERVICES

In summary, the scope of services is in two parts, associated with the two primary aspects of the Brief:

- 1. Central Hall: it is the intention that the winning team will be engaged to undertake full design team services for the project throughout all RIBA Work Stages 0-7.**

2. Wider architectural and infrastructure improvements: it is the intention that the winning team will be engaged to undertake full design team services for the project up to completion of RIBA Work Stage 2 (Concept Design) with an option to continue to Work Stages 3-7 as required. Those works considered fundamental to the delivery of the appointed team's design of the new building may eventually come under the scope of services of the team. Other elements may be classed as replacement/maintenance works and may be carried out independently of the construction programme for the main contract.

PROCUREMENT

It is anticipated that the National Railway Museum will enter into a standard form of contract (with client's amendments) with the lead consultant, who may sub-contract all other consultancies. The draft form of contract is included as an appendix to the Competition Conditions.

The intention is that the construction will be tendered and undertaken using a traditional method of procurement and form of contract (such as a Joint Contracts Tribunal [JCT] Lump Sum Form of Contract, or similar).

Although the National Railway Museum anticipates using the winning team, it is not bound to use all members proposed by the winning team. Winning the competition does not guarantee appointment, but it should be emphasised that it is the intention that it will do so.

INSURANCE REQUIREMENTS

Competitors should also note that, should they be successful, they must have or be willing to obtain the following levels of insurance:

- **Employer's Liability Insurance: £5 million**
- **Public Liability Insurance: £5 million**
- **Professional Indemnity Insurance: £10 million**





THE COMPETITION

COMPETITION DETAILS

CLIENT ORGANISATIONS

The ultimate client for the project will be the Board of Trustees of the Science Museum Group, the corporate body of the Science Museum Group of which the National Railway Museum is a constituent element.

The Science Museum Group has the status of a non-departmental public body (NDPB), operating within the public sector but at arm's length from its sponsor department, the Department for Culture, Media and Sport (DCMS).

THE COMPETITION PROCESS

This competition is being run under the Restricted Procedure in accordance with EU procurement guidelines and the Public Contracts Regulations 2015.

In line with these guidelines, the Competition Conditions document (the Tender document) has been provided for information only at this stage. Competitors are not asked to respond in any way to the Competition Conditions document at this stage of the competition.

This competition has been advertised in the Official Journal of the European Union (OJEU).

QUESTIONS

All enquiries relating to the competition should be addressed to MRC.

During the competition, no contact should be made with the National Railway Museum or the Science Museum Group, or members of the competition jury,

in respect of this competition. Failure to comply with this restriction may compromise your position within the competition.

Questions should be emailed to:
railwaymuseum@malcolmreading.com.

A question and answer log will be compiled and uploaded to the website (competitions.malcolmreading.com/railwaymuseum) on a weekly basis. Questions received before 14:00 BST on a Wednesday will be addressed in the Q&A log published on a Friday.

Please note that telephone enquiries will not be accepted, and the latest date for submitting enquiries for Stage One is **14:00 BST Wednesday 2 October 2019**.

COMPETITION MANAGEMENT

MRC, an independent expert organiser of design competitions with over twenty years' experience, will lead and manage this two-stage competition on behalf of the National Railway Museum.

MRC's role will include: preparing the competition briefing material (including this Search Statement and the Competition Conditions at Stage Two); ensuring compliance with the published briefing documents; maintaining confidentiality where appropriate; responding to enquiries regarding the competition; managing any actual, potential or perceived conflicts of interest; and ensuring the process is conducted in a fair, equitable and professional manner.

The competition will result in the selection of a winning team and design concept. It is the National Railway Museum's intention that the winning team will be appointed to develop their design and to deliver the project.

The competition is comprised of the following stages:

Stage One

A call for participation that is aimed at attracting creative teams (as noted on page 39) to register their interest in the project, as described in this document. A shortlist of at least five teams will be selected to move to Stage Two. Successful and unsuccessful teams will be contacted by MRC regarding the outcome of Stage One prior to the commencement of Stage Two.

Stage Two

An intense design period for a shortlist of at least five teams. The shortlisted teams will be asked to produce a design concept, based on the detailed information provided in the Competition Conditions and its appendices. The teams will be invited to a site visit and briefing seminar in York in November 2019. A Technical Panel will conduct a technical assessment of the schemes for the jury's consideration. Subsequently, the jury will interview each team and select a winner.

An honorarium of £30,000 (excluding VAT) will be awarded, following the selection of the winner, to each shortlisted team who submits a compliant tender at Stage Two of the competition.

COMPETITION PUBLICITY AND PERMISSIONS

The National Railway Museum, Science Museum Group and MRC reserve the right to make use of all presentation materials submitted (at both stages of the competition) in any future publication about the competition including, but not limited to: a public exhibition (physical and online) of entries at Stage Two; any public and community engagement programme relating to the competition and the York Central development; the announcement of the winner; and any other promotional activity deemed necessary or desirable as part of the competition.

Any use will be properly credited to the competitor and the competitor warrants that the material submitted comprises solely their own work or that of any member of a team submitting a response.

This non-exclusive licence is irrevocable, shall survive the competitor's exit from the tendering process, and is royalty-free.

LANGUAGE

The official language of the competition is English. All entries must be in English, including all additional information.

FINANCIAL DATA

Any financial data provided must be submitted in, or converted into, pounds sterling. Where official documents include financial data in a foreign currency, a sterling equivalent must be provided.

INSURANCE OF ENTRIES

The National Railway Museum and MRC will take reasonable steps to protect and care for entries, but neither organisation will insure the proposals at any time. Competitors are urged to maintain a complete record of their full entries and be able to make this available at any time should adverse circumstances require this.

DEVIATIONS

Only submissions that meet the basic criteria of entry will be considered. Additional information or supplementary material, unless specifically called for in subsequent communication, will not be considered by the assessors.

CLARIFICATIONS TO THE SEARCH STATEMENT

The National Railway Museum may, at any time prior to the submission date, issue notifications to clarify points made in this Search Statement document, and MRC shall notify all competitors of any such clarifications. If MRC issues any such clarifications to competitors during the first stage of the competition to clarify the interpretation to be placed on part of the documents or to make any minor changes to them, such clarifications will form part of the Search Statement. The Q&A responses will also form clarifications to the Search Statement and should be considered by all competitors. Accordingly, all competitors will be deemed to have taken account of these in preparing their submission.

CONFLICT OF INTEREST

Competitors should declare any actual, perceived or potential conflict of interest concerning the commercial, financial or other interests of the National Railway Museum, Science Museum Group or members of the competition jury which may compromise the conduct of this procurement exercise and/or the performance of the contract, as requested in the Selection Questionnaire.

If competitors are satisfied that there are no such conflicts of interest they must answer 'no' to the relevant section of the Selection Questionnaire.

The National Railway Museum reserves the right to reject responses from applicants where a conflict of interest is viewed as affecting either or both of the conduct of this procurement and the performance of the contract.

Competitors are under a continuing obligation to notify the competition organisers, MRC, if circumstances change during this procurement process and any statements given during this procurement process become untrue.

The competition jury (including reserve members), the client organisations and selected representatives or officers of the relevant consent authorities are ineligible to enter the competition. Associates, employees and direct family members of employees of the National Railway Museum or Science Museum Group are also ineligible to enter the competition.



SITE VISITS, PHOTOS AND DRAWINGS

Competitors are welcome to visit the site, but at this stage of the competition there will be no formal site visits or photos and drawings distributed.

RETURN OF COMPETITION MATERIALS

All material which is submitted as part of your response to this Search Statement will be retained by the National Railway Museum and will not be returned to participants.

ANTICIPATED COMPETITION PROGRAMME

All dates 2019, unless otherwise noted

STAGE ONE

Stage One Launch	Tuesday 10 September
Deadline for Questions	14:00 BST Wednesday 2 October
Submission Deadline	14:00 BST Wednesday 16 October

STAGE TWO

Stage Two Launch	Early-November
Shortlist Announced	Early-November
Site Visit	Mid-November
Submission Deadline	14:00 GMT Thursday 30 January 2020
Jury Interviews	Late-February 2020
Winner Announced	Mid-March 2020 (earliest)

HOW TO ENTER

DEADLINE FOR EXPRESSIONS OF INTEREST

Expressions of Interest will be received up to **14:00 BST Wednesday 16 October 2019**.

Please ensure that your Expression of Interest is submitted no later than the appointed time. The National Railway Museum will not consider your submission if it is received after the deadline.

HOW TO SUBMIT

Submissions for the first stage of this competition will be received electronically via the upload form on the competition website:

[competitions.malcolmreading.com/
railwaymuseum/enter](https://competitions.malcolmreading.com/railwaymuseum/enter)

Competitors should read and take note of the Frequently Asked Questions (FAQs) associated with the online form.

Please note the form will close automatically after the deadline on **14:00 BST Wednesday 16 October 2019**. It will not be possible to accept entries after the deadline.

Please allow adequate time when uploading your submission.

Upon completion of the upload, the form will display a screen indicating your **upload reference number**. Please keep a separate record of this reference number and quote this in any correspondence regarding your submission. If this reference number is not displayed, your upload has not been successful.

You should receive an automatic email confirming receipt of your entry within two hours. If this is not received, please firstly check your spam folder, and only then email:

railwaymuseum@malcolmreading.com

Please note: competitors are responsible for ensuring their submission has been received.



SUBMISSION REQUIREMENTS

Competitors are required to respond to this Search Statement by completing all submission requirements as detailed below. Where appropriate, your response should be both well written and highly visual. Where a competitor departs from the requirements or is ambiguous, the National Railway Museum may, at its discretion seek clarification and/or further information from a competitor in relation to its submission; and/or reject a submission due to a failure to provide sufficient detail or adequate explanation.

Responses should be in electronic format only — submitted via the online submission form:

competitions.malcolmreading.com/railwaymuseum/enter

Please refer to the Evaluation Criteria section for the scoring approach.

1. SELECTION QUESTIONNAIRE (SQ) — BIDDER INFORMATION (PASS/FAIL)

Please see the Selection Questionnaire (SQ) in Appendix B.

The SQ is to be submitted as one consolidated document on behalf of the full design team.

Parts 1 and 2 must be completed by all team members. Part 3 must be completed by the lead consultant on behalf of the design team.

The SQ is provided as a MS Word file. It is not available in any other formats. Competitors should complete the template, and upload this to the online form as one single, complete PDF (which should include all appendices and submissions as required).

Format: Completed MS Word template saved as a PDF (maximum 5MB).

2. RELEVANT EXPERIENCE (70%)

Please provide, in no more than 18 sides (landscape format, readable if printed out at A4), three previous relevant projects completed (built or design finalised²) within the last five years as relevant examples.

These should be projects within a significant urban quarter, focused on a building, or buildings (and their related public realm and landscape) that make an important contribution to the civic, cultural and social life of that city, community, location and context.

At least one of your example projects must be from the practice proposed as the lead designer.

Your response should highlight design quality and its relevance to the Central Hall project, and a focus on the criteria outlined below.

Your response will be evaluated against each of the following questions and associated weightings.

- a) How the designs made a positive contribution to their location, focusing on holistic placemaking, balancing the insertion of contemporary interventions with the quality and significance of the existing heritage fabric (5%).
- b) How you reconciled and integrated the needs and requirements of the client, institution and end users with the quality and significance of the civic and/or heritage setting and the complexity of the project's requirements and site conditions and constraints (10%).
- c) How your previous projects demonstrated your understanding of the requirements of its specific institutional need and/or space type for all contemporary users, including the impact this has had on the spatial arrangements and functional operations of the project. If appropriate, related to your relevant examples, describe and illustrate how the project was a leading example of its type and/or presented contemporary approaches to its primary purpose and activity (10%).

² The definition of 'design finalised' is where all the design documentation is complete in preparation for either tendering the contract or commencing the construction of the project.

- d) Explain how you integrated and even exceeded inclusive design standards throughout so that the project was 'open for all' in terms of accessibility and inclusion (10%).
- e) How you approached engagement and consultation with the client and their advisers, statutory stakeholders and wider 'communities of interest' during the development of the design (5%).
- f) How architectural quality was realised in the finalised design and/ or completed building through your approach to, and choice and palette of, materials and finishes and the related richness of detailing (10%).

- g) How the project, in all its facets, embraces sustainability in its design, construction and use (10%).
- h) How you worked as an integrated and multi-disciplinary team (including with executive teams, if relevant) to ensure that the project kept to budget, balancing cost, quality and programme (10%).

Throughout your responses to the questions above, you should cover how and why the projects were a success. What challenges were overcome throughout the course of the design or construction? How did you work as a team, and what lessons were learnt, and how have you applied these on subsequent projects or in future phases?

You are required to reference three example projects (built or design finalised within the last five years) for substantial responses; however, you may mention other projects (if relevant to the brief). Illustrations and sketches should be used to articulate your answer where appropriate.

Format: Eighteen sides of A4, as one combined PDF (maximum 15MB). Your document must be in landscape orientation.

3. TEAM COMPOSITION AND RELEVANT SKILLS (30%)

Please demonstrate, in no more than 12 sides of A4, the relevant skills (as set out on page 39) within your design team. These skills can either be delivered 'in house' or subcontracted to other relevant professional consultancies.

Please refer to page 39 for full details of additional disciplines which will be procured separately by the client. Additional skills proposed which are outside the scope of this contract will not be assessed.

You should demonstrate the skills and disciplines within your team that are specifically related to the requirements of the project as listed above and throughout this document.

Provide a summary of the details for the lead designer practice or practices (if applicable) who will form part of your offer.

Highlight your team's skills throughout all stages of a project — from inception to completion — including, but not limited to, project implementation, contract administration and designing to budget.

If appropriate, also highlight your experience of working with executive teams, how the teams were integrated and how the project was implemented.

Please confirm your ability (and demonstrate your skills and expertise) in fulfilling the responsibilities of both the Designer and Principal Designer, including meeting the legal duties as identified under the Construction (Design and Management) Regulations 2015.

Included within your answer to this question should be a proposed project organogram and CVs of both the proposed project architect and Director/Partner in charge from the Lead Consultant.

Please note: the client reserves the right to determine the final composition of the design team appointed and this may include the appointment of consultants that are not suggested within a competitor's bid. For the avoidance of doubt, this is to ensure the correct mix of skills and expertise and will not be imposed unreasonably.

Format: Twelve sides of A4, as one combined PDF (maximum 15MB). Your document must be in landscape orientation.

4. MEDIA STATEMENT AND IMAGES

Each competitor should also provide a 150-word snapshot of their team that can be used for the media in the event of being shortlisted. This statement should include the lead consultant's website (if applicable).

This statement can include some or all of the following: practice history/ background, overview of built projects, awards, publications, exhibitions and design philosophy.

Include two jpeg photographs of the lead designers from your collaboration. Please include all necessary copyright and caption information in the space provided.

Please note that the summary may be edited, and the images cropped, for media purposes without the prior agreement of the competitor. To clarify this will only be done for editorial purposes.

Format: Text submitted using text field in online form; images in .jpeg format (maximum 5MB per individual file).



EVALUATION CRITERIA

SUMMARY

The exclusion provisions of Regulation 57 of the United Kingdom's Public Contracts Regulations 2015 will apply.

Any competitor who fails to meet the minimum requirements as specified in the SQ will be rejected. Competitors who submit an Expression of Interest that meets the mandatory requirements as outlined in this document will be scored in accordance with the selection criteria set out below.

The submissions will be assessed by a Shortlisting Panel, comprised of representatives from the National Railway Museum and the Science Museum Group and their external advisers. MRC will act as the competition manager.

Criteria	Total Score available for this section	Weighting
1) Selection Questionnaire	Not scored — Pass/Fail as above	0
2) Relevant Experience	—	—
A	10*	5%
B	10*	10%
C	10*	10%
D	10*	10%
E	10*	5%
F	10*	10%
G	10*	10%
H	10*	10%
3) Team Composition and Relevant Skills	10*	30%
4) Media Statement	Not scored — for information only	0

*Scored in accordance with the Scoring Approach on page 63.

SCORING APPROACH

Score	Classification of response	Reason for classification
1	Unacceptable in whole or part	No answer has been provided or the response fails to answer the question provided; all elements of the response are not justified or unsupported by evidence where required; fails to demonstrate any understanding of the question or the context.
2	Poor and significantly below requirements	Very significant gaps or lack of justification/evidence in response where required; responses given are very generic and not relevant in whole or part; fails to demonstrate considerable understanding of the question or context.
3	Poor and below requirements	A lack of content or explanation in one or more aspects of the question; significant gaps or lack of justification/evidence in response where required; responses given are generic and not relevant in whole or part; a degree of failure to demonstrate understanding of the question or context.
4	Satisfactory response but does not meet all requirements	The question is answered satisfactorily overall but some key aspects lack sufficient detail or explanation.
5	Satisfactory response that meets most requirements	The question is answered satisfactorily for the most part but some aspects lack sufficient detail.
6	Satisfactory response that meets most requirements and is a good response in some areas	The question is answered well for the most part and in areas is particularly clear and justified.
7	A strong response that is very satisfactory in all areas and exceeds expectations in some areas	The question is answered very well for the most part and in areas is particularly clear and justified.
8	A very strong response	The question is answered very well throughout and in all areas is clear and justified.
9	Outstanding quality response	The question is answered in an outstanding way throughout, meets all requirements and in all areas is extremely clear and justified.
10	Exceptional response that exceeds the requirements	The answer demonstrates an exceptional response that meets all requirements and exceeds the level of quality required in some key areas.

APPENDICES

A. National Railway Museum *Vision 2025* Projects Summary

B. Selection Questionnaire (SQ)



RAILWAY MUSEUM

RAILWAY MUSEUM

RAILWAY MUSEUM

ENTRANCE & ACCESSIBLE CAR PARK

15 CAR PARK ENTRANCE CONFERENCE CENTRE

National Railway Museum Visitor Car Park



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