

The background is a painting of a coastal scene. In the foreground, a person wearing a hat and carrying a large basket on their back is walking towards the right. A dog is following them. In the middle ground, a small boat is visible in the water. The sky is a mix of blue, grey, and orange tones, suggesting a sunset or sunrise. The overall style is impressionistic.

THE NG200 PROJECT

Design Team Selection Process

THE CONDITIONS

THE
NATIONAL
GALLERY

MALCOLM
READING
CONSULTANTS

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This document has been assembled by Malcolm Reading Consultants from research content and original content provided by the National Gallery. The combined content is intended for use only in the procurement process as described in this document. All material is provided in good faith but should not be considered as accurate or correct from the point of view of Statutory, Planning or Heritage regulations.

Malcolm Reading Consultants is an expert consultancy which specialises in managing design competitions to international standards and providing independent, strategic advice to clients with capital projects. With over twenty years' experience of projects, we are enthusiastic advocates of the power of design to create new perceptions and act as an inspiration.

Cover image: Joseph Mallord William Turner, *The Evening Star*, about 1830 © The National Gallery, London.

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Contents

Introduction	2
Selection Process	4
Teams	6
Project Details	9
Stage One Submission Requirements	11
Stage One Award Criteria	16
Stage Two Submission Requirements	18
Stage Two Evaluation Process	25
Stage Two Award Criteria	27
How to Enter	32
Terms and Conditions	34
Appendices	39

Introduction

The *NG200 Project Design Team Selection Process* is an open international search for a multidisciplinary design team to lead the NG200 Project initiative.

This document, The Conditions, and its appendices contain the instructions and requirements for entering the selection process. It includes the submission requirements for both stages; the stage two requirements and conditions apply to shortlisted design teams only.

This document should be read in conjunction with the NG200 Project Design Team Selection Process Design Brief [the Design Brief], which contains all of the relevant background, contextual and briefing information for the NG200 Project.

THE CLIENT

The client and contracting authority for the NG200 Project is the National Gallery, London. The Gallery is a non-departmental public body, sponsored by the Department for Digital, Culture, Media and Sport and governed by an independent Board of Trustees.

SELECTION PROCESS MANAGEMENT

Malcolm Reading Consultants (MRC), an independent expert organiser of design competitions and procurement processes with over twenty years' experience, will lead and manage this two-stage selection process on behalf of the National Gallery.

The process will result in the selection of a winning design team, who it is anticipated will be appointed by the National Gallery to develop a design concept and to deliver the project as described in this document and the Design Brief.

COVID-19 & TRAVEL & WORK RESTRICTIONS

The National Gallery and MRC are committed to completing the selection process despite the current global work and travel restrictions due to the Covid-19 pandemic. The process has been designed to allow as much remote working and communication as possible. It is currently anticipated that all workshops and the final interviews will be held virtually; however, physical meetings will be arranged if it is legal, safe and practical to do so. All shortlisted design teams will be treated on an equal basis.

PUBLIC PROCUREMENT GUIDELINES

This selection process is being run under the Competitive Procedure with Negotiation in accordance with the UK's *Public Contracts Regulations 2015* and the *Public Procurement (Amendment etc.) (EU Exit) Regulations 2020*. As per current UK regulations, this opportunity has been advertised on the UK Government's Find a Tender e-notification service.

ELIGIBILITY

Stage one of the process is open to all design teams who meet the requirements as described within this document and the Selection Questionnaire included in Appendix A. The National Gallery warmly encourages expressions of interest from the UK and across the globe.

The Selection Panel (including reserve members), National Gallery employees (including staff, volunteers and Trustees), and selected representatives or officers of the relevant consent authorities are ineligible to enter the selection process.

Associates, employees and direct family members of employees of the National Gallery are also ineligible to enter the selection process.

Selection Process

The *NG200 Project Design Team Selection Process* is an open process comprised of two stages:

STAGE ONE

This is an international call for participation that is aimed at attracting architect-led multidisciplinary design teams with the necessary skills and experience to register their interest in the project.

Teams which meet the requirements as stated within this document are invited to submit an Expression of Interest detailing company information; details of the proposed team; and relevant experience. A shortlist of up to five teams will be selected to move to stage two. Successful and unsuccessful design teams will be contacted regarding the outcome of stage one prior to the commencement of stage two.

STAGE TWO

A period of project research, design analysis and critical thinking. Shortlisted design teams will be asked to concentrate on their approach to design and delivery, reflecting on the requirements of the project as presented within the Design Brief.

Please Note: a design concept will not be required.

Internationally-based design teams will be required to propose a UK-based executive architect, who can provide local support, as part of their team at stage two.

The National Gallery will pay a contribution to expenses of £10,000 to each shortlisted design team, to be put towards the costs of preparing their tender submission and attending the workshops and final interview.

The following workshops have been arranged during stage two, in order to provide a thorough project briefing and to enable the negotiation process:

WORKSHOP ONE: BRIEFING

A combined virtual briefing seminar for all shortlisted teams; should current travel and work restrictions permit, a site visit may be arranged. This workshop will provide a supplementary project briefing to complement the information within the Design Brief.

The agenda will include presentations from key members of the National Gallery and their consultants, as well as opportunity for Q&A. Further details, including number of attendees, will be confirmed at the commencement of stage two.

WORKSHOP TWO: BRIEFING CLARIFICATION

A follow-up briefing clarification workshop will be held shortly after the briefing workshop, in order to ensure that shortlisted design teams have a full understanding of the project requirements.

WORKSHOP THREE: NEGOTIATION

Shortlisted design teams will submit an initial tender based on the requirements set out within this document (see pages 18-24 for details). The Selection Panel will assess and evaluate these responses, and then hold negotiation workshops with each team in order to provide feedback on the submissions. The shortlisted design teams will then be invited to revise their responses and submit a final tender.

FINAL INTERVIEWS

Following the submission of final tenders, the Selection Panel will meet to interview the shortlisted design teams, evaluate the submissions and select a winner.

Teams

TEAM ATTRIBUTES

The National Gallery is seeking an integrated, architect-led multidisciplinary design team:

- Who can demonstrate extraordinary design talent and creative flair;
- Who can demonstrate cultural and professional fit with the National Gallery and the objectives of the project;
- With an exemplary track record of delivering projects of a similar significance and complexity;
- Highly-skilled in collaborative working, client engagement and communications, and with experience of consultation with multiple statutory and community stakeholders;
- Highly-skilled in cultural place-making, with experience of delivering high-quality urban design in significant locations;
- Who will understand and acknowledge the importance of the heritage quality and significance of the site and its immediate context;
- With evidence — through sustained public and professional recognition — of civic and cultural design leadership;
- With knowledge of major gallery/museum design and the impact on public access;
- Who will consider all potential uses and users of the Gallery, including visitors, staff and volunteers;
- Who is exacting and careful in their choice and use of materials and attentive in the quality and richness of their detailing;
- Skilled at integrated design, including architecture and engineering and knowledge of temporary works in occupation;
- With expertise in sustainability — in design, construction and use; and
- With a strong design-management ethos and proven experience of delivering projects that meet the brief and are delivered on time and on budget.

TEAM COMPOSITION

The National Gallery is seeking multidisciplinary design teams who meet the skills and attributes listed on page 6 and which include (as a minimum) the following disciplines:

- Architect (anticipated to act as the Lead Consultant)
- Structural Engineer
- MEP (Services) Engineer
- Heritage Consultant
- Landscape/Public Realm Designer
- Principal Designer (under the Construction and Design Management [CDM] Regulations 2015)

Teams may include additional consultants deemed necessary to demonstrate the skills as listed above. 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 the design team.

Internationally-based design teams will be required to propose a UK-based executive architect, who can provide local support, as part of their team at the commencement of stage two of the selection process.

Please Note: cost consultancy, project management, employer's agent, planning consultancy services and other sub-consultants related to this project will be procured separately by the client and do not form part of this procurement process.

SUB-CONSULTANTS

Sub-consultant companies may enter with more than one design 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 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.

FINALISATION OF THE DESIGN TEAM

Please Note: the National Gallery 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 bid. In addition, the National Gallery is not obligated to contract with all sub-consultants suggested by the winning design team. For the avoidance of doubt, this is to ensure the correct mix of skills and expertise and will not be imposed unreasonably.

Project Details

PROJECT BUDGET

An overall available construction budget of between £25 and £30 million should be considered for all project phases. This budget will be developed with the appointed design team, depending on the outcome of the negotiation conducted as part of this procurement process.

PHASING

The project will be phased over the next five years, with the initial phase timed to be delivered during the Gallery's celebratory Bicentenary year, 2024 (with construction complete by the end of Q4 2023). For details of the anticipated phasing strategy, please see the Design Brief.

Please Note: the Gallery is looking to negotiate with the shortlisted design teams on the anticipated phasing strategy.

DESIGN TEAM FEE BUDGET

An anticipated design team fee budget of £3-4 million has been identified for all phases of the NG200 Project, throughout all project workstages and to cover all disciplines noted in the Team section on page 7.

SCOPE OF SERVICES

An outline scope of services will be provided to shortlisted design teams at stage two. The National Gallery anticipates using BIM for the project. More details will be provided at stage two.

The detailed scope of services will be dependent on the outcome of the negotiation, and will be agreed and discussed with the appointed design team.

DESIGN TEAM FORM OF CONTRACT

The National Gallery intends to use a bespoke form of contract in order to procure the design team services for the NG200 Project. Documents will be issued in the second stage to shortlisted teams. It is intended that the team being procured through this process will be engaged by the Gallery directly throughout all project workstages.

INSURANCE REQUIREMENTS

Each member of the appointed design team must have or obtain the following minimum levels of insurance (for each claim in a single calendar year):

- Professional Indemnity: **£10 million**
- Employers' Liability: **£10 million**
- Public Liability: **£15 million**

Stage One Submission Requirements

The first stage of this selection process is focused on team composition, past experience and company information (including legal and financial standing).

The requirements for entry at stage one are included below. Where a submission departs from the requirements or is ambiguous, the National Gallery may, at its discretion, seek clarification and/or further information in relation to the submission; and/or reject a submission due to a failure to provide sufficient detail or adequate explanation.

Responses should be in electronic format only – please refer to page 32 for details on how to submit.

Please refer to the Stage One Award Criteria section on pages 16-17 for the scoring approach.

1. SELECTION QUESTIONNAIRE: BIDDER INFORMATION (PASS/FAIL)

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

Please complete the Selection Questionnaire (SQ) in Appendix A.

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

Instructions for completion are included within the document.

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

2. RELEVANT EXPERIENCE (70%)

Format: Fifteen sides of A4, as one combined PDF (maximum 15MB). Your document must be in landscape orientation, readable if printed out at A4.

Please provide details of three previous relevant projects completed (built or design finalised) within the last five years.

These should be projects of national, if not international, distinction, focused on a building, or buildings (and related public realm) that make an important contribution to the civic, cultural and social life of the city, community, location and context. The projects should show an understanding of, and skill in, updating existing heritage buildings of international significance, balancing the quality of the built fabric and spatial arrangements, while ensuring relevance for current and future audiences. The projects should demonstrate experience and competence in guiding the client through a complex statutory approvals process.

Your experience should also demonstrate an appreciation for the impact that current and future global cultural trends have on cultural institutions and museum and gallery spaces.

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

Your response should highlight the design quality of your reference projects and their relevance to the NG200 Project, with a particular focus on the criteria outlined below. Your response will be evaluated against each of the following questions and associated weightings.

- a.** How you reconciled and integrated the needs and requirements of the client, institution and end users with the quality and significance of the heritage setting and/or fabric and the complexity of the project's requirements, site conditions and constraints (15%).

- b.** How architectural excellence was realised in the completed building and associated public realm through your approach to, and choice and palette of, materials and finishes and the related richness of detailing (15%).
- c.** How you approached engagement and consultation on a project within a complex heritage setting, including with the client and their advisers, statutory stakeholders and wider 'communities of interest' during the development of the design (15%).
- d.** How the project, in all its facets, embraced future-proofing and sustainability in its design, construction and use (15%).
- e.** How you worked as an integrated and multi-disciplinary team (including with executive teams, if relevant) to ensure that the project kept to budget and balanced 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 (completed [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.

3. TEAM COMPOSITION & RELEVANT SKILLS (30%)

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

Please demonstrate the relevant skills (as set out on page 7) within your design team. These skills can either be delivered ‘in house’ or sub-contracted to other relevant professional consultancies. For skills sub-contracted out, detail the relationship with the proposed sub-contractor and your processes for managing sub-contractors.

Please refer to page 7 for full details of additional disciplines that will be procured separately by the National Gallery. Additional skills proposed which are outside the scope of this contract will not be assessed.

You should demonstrate the skills and disciplines within your design team that are specifically related to the requirements of the NG 200 Project as detailed within this document and the Design Brief. In particular, highlight your capabilities in design leadership, including awards and professional recognition.

Provide a summary of the details for each company 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, design development, stakeholder consultation, 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.

Please Note: the National Gallery 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 the bid. For the avoidance of doubt, this is to ensure the correct mix of skills and expertise and will not be imposed unreasonably.

4. TEAM STATEMENT & IMAGES

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

Please provide a 150-word snapshot of your team. 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 proposed team. Please include all necessary copyright and caption information in the space provided.

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

Stage One Award Criteria

SUMMARY

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

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

The submissions will be assessed by a quorum of the Selection Panel.

CRITERIA	SCORE AVAILABLE	WEIGHTING (OF TOTAL SUBMISSION)
1) Selection Questionnaire	Not scored – pass/fail as above	0
2) Relevant Experience A	10*	15%
2) Relevant Experience B	10*	15%
2) Relevant Experience C	10*	15%
2) Relevant Experience D	10*	15%
2) Relevant Experience E	10*	10%
3) Team Composition and Relevant Skills	10*	30%
4) Media Statement	Not scored – for information only	0

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 but 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.

Stage Two Submission Requirements

Please Note: these requirements do not apply to stage one of the selection process. Responses received in relation to the requirements below during stage one will not be accepted or evaluated.

Shortlisted design teams who progress to stage two of the selection process are required to respond to the submission requirements included in the following pages.

The selection process is being run as a Competitive Procedure with Negotiation. As such, there will be both an initial tender submission (followed by workshops and a period of refinement where all submittals may be amended) and a final tender submission. The requirements for both tender submissions are the same, and are noted in the following pages.

This is not a design competition and shortlisted design teams are not required to produce concept designs. Instead, the National Gallery is looking to understand how you work; your approach to similar projects; and how you would approach and deliver this particular project if you were appointed by the Gallery.

Your submission should be presented in the form of an architectural narrative or concept study that expresses the NG200 Project vision. The response should focus on the initial phase works, with a masterplan strategy for additional phases to be considered as part of the overall vision.

Please answer all of the questions and provide all of the supplementary details required. Responses should be submitted in the format identified.

You may use diagrams, sketches and other visual formats as and where appropriate.

Please Note: any or all of the submission materials may be used for publicity purposes.

Details regarding how to submit can be found on pages 32-33. Please refer to the Stage Two Award Criteria section of this document for details on how the submissions will be evaluated and for the scoring approach to be used.

Where a submission departs from the requirements or is ambiguous, the National Gallery may, at its discretion, seek clarification and/or further information in relation to the submission; and/or reject a submission due to a failure to provide sufficient detail or adequate explanation.

The submission requirements are in three parts.

PART A: NARRATIVE BOOKLET

Format: Up to 35 sides of A3 (not including covers or divider pages) as one combined PDF. Digital file only, limited to 50 MB.

Your booklet should be in the form of an art folio presenting your understanding and approach and should be well presented and highly visual.

The narrative booklet should present your key design principles, critique of the emerging brief (as presented in the Design Brief document) and overall approach to the project, focusing on the following themes:

UNDERSTANDING AND ANALYSIS

1. The National Gallery

Highlight your understanding of the National Gallery as an institution — its ambitions and objectives, and the role it plays in the cultural and social life of London and the UK. Set out your analysis of how the NG200 Project will contribute to the future ambitions of the National Gallery.

2. Urban Context, including Trafalgar Square and Wider Connections

Outline your understanding of the immediate urban and pedestrian context of the National Gallery, including the significance of Trafalgar Square.

3. The Challenge of the Brief

Set out your analysis, critique and response to the design challenge as described in the Design Brief. What are the key moves that are required to set the design approach?

DESIGN STRATEGY AND APPROACH

4. Approach to Design and Heritage

Describe your design methodology and how it will be applied and adapted for this project, including taking account of the heritage significance of the National Gallery buildings and their context.

5. Approach to Public Realm Design

Describe your design philosophy regarding the public realm, including its quality, materiality, detailing and finishes, as well as how it can support visitor access and public programming. Explain your approach to integrating the new public realm associated with the NG200 Project with its wider urban and civic context.

6. Space Planning

Present your conclusions on the outline space guidance provided within the Design Brief, including an assessment of spatial adjacencies and an outline space budget to meet the requirements of the Design Brief.

7. Design Quality and Detailing

Describe your design philosophy towards materiality, detailing and finishes, and how they might be applied to this project.

PART B: TECHNICAL BOOKLET

Format: Up to 30 sides of A3 (not including covers or divider pages) as one combined PDF. Digital file only, limited to 50 MB.

This booklet should provide information on the technical aspects of the design approach, as well as the key individuals and consultants from the proposed design team. It should be organised to focus on the following themes:

DESIGN STRATEGY AND APPROACH

1. Technical Design

Describe your approach to the technical requirements of the project, primarily including, but not limited to: wayfinding; security; and maintenance and cleaning.

2. Sustainability

Describe your approach to, and strategy for, sustainability — in design, construction and use. How do sustainability principles drive your thinking and approach to the project? How can the project become an exemplar in the sustainable conservation and updating of heritage (and Listed) buildings?

DESIGN TEAM

3. Design Team

Please provide a project organogram, highlighting the key individuals and organisations within each discipline proposed. Highlight the lead consultancy, and whether the relationships within the team (and to the client) change at any stage within the project (including, if appropriate, how the UK-based executive team is integral to, and fully integrated into, the team and process).

Please note where roles and responsibilities may change as the project proceeds.

Under this question also set out, in narrative, how the design team's input to the project will be managed and delivered throughout all the project stages. Please illustrate an outline project programme from inception through to completion, highlighting the project stages, as part of your answer to this question.

Describe how you will ensure that communications within the team, and with the client and its stakeholders and other consultants, will be effectively managed throughout the project. Please confirm that the individuals as noted in your response to this question will be committed to the project from inception through to completion, as illustrated in your organogram.

PROJECT DELIVERY

4. Phasing

Set out your approach to phasing, including an analysis of the anticipated phasing strategy set out in the Design Brief. Highlight your approach to construction logistics during the phases, and how the Gallery will remain operational throughout.

5. Programme and Budget Assessment

Describe how you will work to ensure that the evolving and completed design is affordable and within the available budget. What processes and procedures will you adopt to ensure that project costs are continually monitored and managed? Provide an outline project programme which takes into account the potential different phases of the project.

6. Risk Identification and Mitigation Strategies

From your understanding of the brief please highlight five key risks and explain how you plan to manage and mitigate the effect of these risks throughout the design and construction process. Outline the risks and opportunities regarding maintaining Gallery operations throughout the process.

7. Approach to Statutory Consultation and Applications

Describe your approach to statutory applications, including consultation with local planning authorities and other statutory bodies and engagement with other key project stakeholders.

PART B: PRESENTATION

Format: PowerPoint or PDF in both high-res (max. 75MB) and low-res (max. 30MB).

To complement your Narrative Booklet please prepare a 20-minute slide presentation, limited to 30 slides. The National Gallery reserves the right to request a lower resolution file if the submitted file does not run smoothly.

Presentations should be compatible with a Windows laptop. Any video files must be embedded within the base file, and not provided separately.

This presentation will be used during the negotiation workshop and final interview.

PART C: FEE PROPOSAL

Format: PDF (max. 5MB)

The Fee Proposal consists of the Pricing Matrix and the Form of Tender.

Pricing Matrix: Please complete the Pricing Matrix template as included in Appendix C.

Form of Tender: Please complete the provided Tender Response Template, as included in Appendix D. Please complete the Form of Tender based on the information you provide in your Pricing Matrix.

Stage Two Evaluation Process

THE SELECTION PANEL

The stage two tender responses, at both the initial and final stage, will be assessed by a Selection Panel appointed by the National Gallery.

The Selection Panel will be comprised of members of the National Gallery Board of Trustees and executive team, as well as external advisers. The composition of the Panel will be confirmed during the second stage of the selection process.

The tender responses will be reviewed and evaluated by the Panel against the award criteria noted on pages 27-31. The award criteria will be the same at both parts of the evaluation. The Panel will conduct the negotiations on behalf of the Gallery and will hold workshops and interviews (as detailed on page 5) in order to clarify aspects of the tender submissions and provide feedback.

During the evaluation, the Panel will be assisted by both internal and external advisers to the National Gallery.

The Panel will report to the National Gallery's Masterplan Committee; the final decision will be ratified by the Board of Trustees.

NEGOTIATION

The National Gallery is advertising this opportunity using the Competitive Procedure with Negotiation. Following stage one of the selection process, the Gallery will shortlist up to five design teams to proceed to stage two and participate in this negotiation.

The Gallery will negotiate with each shortlisted design team on their initial tender. Negotiation may take place on all aspects of the received tenders, with the exception of the minimum requirements (as identified on page 27), and at all stages with the exception of the final tender.

The National Gallery reserves the right to award the contract on the basis of the initial tender or to eliminate shortlisted design teams following the initial tender submission by applying the award criteria. However, it should be stressed that it is the Gallery's intention to complete the procurement process in the stages as described elsewhere in this document.

During the negotiations the Gallery will ensure equal treatment of all shortlisted design teams by:

- Ensuring information is not provided in a discriminatory manner which may give some shortlisted design teams an advantage over others;
- Informing all shortlisted design teams whose tenders have not been eliminated of any changes to the technical specifications or other procurement documents, other than those setting out the minimum requirements; and
- Following any such changes, by providing sufficient time for shortlisted design teams to modify and re-submit amended tenders, as appropriate.

The Gallery will ensure equity of information and feedback across all shortlisted design teams throughout the process, but it will not reveal to the other participants confidential information communicated by a bidder participating in the negotiations without its agreement. Such agreement shall not take the form of a general waiver but shall be given with reference to the intended communication of specific information.

Stage Two Award Criteria

MINIMUM REQUIREMENTS

The National Gallery has established a set of minimum requirements for stage two that, along with the award criteria, are not open for negotiation. Failure to meet these minimum requirements will result in your tender being rejected and you will no longer be eligible to participate in this procurement process. The minimum requirements are as follows:

- A fee proposal within the prescribed range.
- Agreement to the National Gallery's contract terms and conditions.
- Demonstration of an approach which has the potential to align with the Gallery's core building policies, including security, carbon management and health and safety, as well as the UK Equality Act 2010, the Bribery Act 2010, the Modern Slavery Act 2015, and the Gallery's information law requirements.
- Proven ability to deliver the services within the identified timeframe, including meeting all requirements for registration within the UK, and providing local support during design and construction.

AREAS FOR NEGOTIATION

The National Gallery is willing to negotiate on all aspects of the received tenders, with the exception of the minimum requirements. Some possible areas for negotiation are included below, but this list should not be considered as exhaustive:

- Design approach, including how to deliver on the aims of the NG200 Project as described within the Design Brief.
- Project scope and approach to phasing.
- Approach to functional planning and use of space.
- Strategy for construction and project delivery – including maintaining Gallery operations during the project.
- Approach to sustainability.
- Budget verification and allocation.

AWARD CRITERIA

Tender submissions will be assessed on the Most Economically Advantageous Tender (MEAT) basis, which accounts for both quality and cost criteria as defined below.

The workshops and interviews will be used for shortlisted design teams to articulate their design approach and to clarify aspects of the submission.

The submissions will be assessed and scored by the Selection Panel using the criteria noted below and overleaf.

COST (15%)

The cost (fee) submission will be assessed on the basis of the Pricing Matrix and Form of Tender (see Appendices C and D for details).

The fee will be assessed comparatively using the following formula:

$$\text{Price Score for Tenderer N} = \mathbf{C} - (\mathbf{Tn} - \mathbf{Tmin}) \div \mathbf{Tmin} \times \mathbf{C}$$

Where:

Tmin = the value of the lowest compliant tender sum

Tn = the value of the tender sum being evaluated

C = the maximum price score possible

Where the application of the formula set out above gives rise to a negative figure (i.e. the higher valued tender is greater than twice the value of the lowest valued tender) a score of zero will be recorded for the tenderer for the purpose of price evaluation and scoring

Worked example, where the maximum score available for the price element being assessed is 30:

	TENDERED PRICE	PRICE DIFFERENCE FROM LOWEST BID	PERCENTAGE OF THE WEIGHTED SCORE	WEIGHTED SCORE
Tenderer 1	£100,000	£0	100%	30
Tenderer 2	£110,000	£10,000	90%	27
Tenderer 3	£150,000	£50,000	50%	15
Tenderer 4	£200,000	£100,000	0%	0
Tenderer 5	£250,000	£150,000	-50%	0

QUALITY SUBMISSION (85%)

The quality submission will be assessed, based on the shortlisted design team's submission and performance at interview, under the following four headings:

1. Understanding and Analysis (15%)

To be assessed through the response to Narrative Booklet Q1-Q3 and through the presentation at workshop/interview.

2. Design Strategy and Approach (50%)

To be assessed through the response to Narrative Booklet Q4-Q7, Technical Booklet Q1-2 and through the presentation at workshop/interview.

3. Design Team (20%)

To be assessed through the response to Technical Booklet Q3 and through the presentation at workshop/interview.

4. Project Delivery (15%)

To be assessed through the response to Technical Booklet Q4-Q7 and through the presentation at workshop/interview.

Each of these headings will be assessed taking into account the shortlisted design teams' understanding and their approach and methodology related to the project requirements as set out in the Design Brief.

The Selection Panel will collectively score each heading out of ten marks using the Scoring Approach on page 31. Marks will then be computed on a scorecard to the corresponding weighted score, as noted in the quality breakdown below.

SCORING APPROACH

SCORE	CLASSIFICATION OF RESPONSE	REASON FOR CLASSIFICATION
0	Major Concerns	The Selection Panel had major concerns that the team's approach as demonstrated in the submission represented an unacceptable level of risk in this category that the approach could not be developed by the team into a realisable scheme. 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 requirements.
1-2	Significant Concerns	The Selection Panel had significant concerns that the team's approach as demonstrated in the submission represented a high level of risk in this category that the approach could not be developed by the team into a realisable scheme. A lack of content or explanation in one or more aspects of the response; 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 requirements.
3-4	Minor Concerns	The Selection Panel had minor concerns that the team's approach as demonstrated in the submission represented a medium level of risk in this category that it could not be developed by the team into a realisable scheme. The response is satisfactory overall for this category, but minor concerns remain; some key aspects within the response lack sufficient detail or explanation.
5	Sufficient Confidence with some concerns	The Selection Panel was more confident than not that the team's approach as demonstrated in the submission in this category could be developed by the team into a realisable scheme. However, some concerns do exist that constitute a low level of risk in this category. The response is satisfactory overall for this category, but some aspects lack sufficient detail and some concerns exist.
6-7	Sufficient Confidence with minor concerns	The Selection Panel was more confident than not that the team's approach as demonstrated in the submission in this category could be developed by the team into a realisable scheme. However, some minor concerns do exist that constitute a minor risk in this category. The response is good for the most part in this category, and in some areas is clear and well-justified.
8-9	Good Confidence	The Selection Panel was confident that the team's approach as demonstrated in the submission for this category represented minimal risk and could be developed by the team into a realisable scheme. The response is good in this category, and in most areas is clear and well-justified.
10	Excellent Confidence	The Selection Panel was confident that the team's approach as demonstrated in the submission represented no risk in this category and could be developed by the team into a realisable scheme. The response demonstrates an excellent response that meets all requirements.

How to Enter

DEADLINES FOR ENTRY

The deadlines for each stage of the selection process are as noted in Appendix B. Please ensure that your submission is submitted no later than the appointed time. The National Gallery will not consider your submission if it is received after the deadline.

STAGE ONE

Stage one submissions should be made in digital format only, via the upload form on the website:

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

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

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: **nationalgallery@malcolmreading.com**.

Please Note: the form will close automatically after the deadline. It will not be possible to accept entries after the deadline.

Please Note: candidates are responsible for ensuring their submission has been received.

STAGE TWO

Stage two submissions should be made in digital format only.

Please submit by email to:

nationalgallery@malcolmreading.com,
including a link to a file-transfer website.

Terms and Conditions

QUERIES & CORRESPONDENCE

All enquiries relating to the selection process should be addressed to MRC, the independent organisers appointed to manage the process.

No contact should be made with staff, volunteers or Board members of the National Gallery or members of the Selection Panel, in respect of this selection process for its duration. Failure to comply with this restriction may compromise your position within the process.

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

Questions received before 14:00 BST/GMT on a Wednesday will be addressed in the Q&A log circulated on a Friday.

During stage one, a Q&A log will be compiled and uploaded to the website (competitions.malcolmreading.com/nationalgallery) on a weekly basis.

During stage two, the Q&A log will be compiled and circulated to the designated contact from each shortlisted team.

Please Note: telephone enquiries will not be accepted. The deadlines for submitting questions at both stages can be found in Appendix B.

COPYRIGHT, PUBLICITY & PERMISSIONS

The National Gallery and MRC reserve the right to make use of all presentation materials submitted (at both stages of the selection process) in any future publication about the process including, but not limited to: a public exhibition; any public and community engagement programme relating to the project; the announcement of the winner; and any other promotional activity deemed necessary or desirable as part of the selection process.

By submitting an entry to either stage of the process, candidates hereby grant an irrevocable, non-exclusive, royalty free licence to the National Gallery and MRC to publish, copy and use the submitted material or any part thereof for any purpose except seeking consents and construction.

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

For the avoidance of doubt, the licence shall survive the candidates' exit from the tendering process. The ownership of copyright will be in accordance with the Copyright, Designs and Patents Act 1988.

CONFIDENTIALITY

At both stages of the selection process, candidates are under a continuing obligation to keep confidential any information provided by the National Gallery which is marked 'confidential'.

Candidates are not permitted to release any information regarding their involvement or submission materials at either stage of the process to the public by any means, including social media, without prior written consent from the National Gallery and MRC.

CONFLICT OF INTEREST

Candidates should declare any actual, perceived or potential conflict of interest concerning the commercial, financial or other interests of the National Gallery or members of the Selection Panel which may compromise the conduct of this procurement exercise and/or the performance of the contract.

If candidates are satisfied that there are no such conflicts of interest they must answer 'no' in the appropriate section of the Selection Questionnaire. Otherwise, details should be provided where requested.

The National Gallery 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.

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

EXPENSES

The National Gallery will pay a contribution to expenses of £10,000 to each shortlisted design team, to assist with costs associated with preparing for and attending the interview(s). This amount is a lump-sum payment, net of applicable taxes, and will be paid directly by the National Gallery after the conclusion of the selection process.

Payments will be made on submission of a compliant tender, including satisfactory performance during the stage two negotiations. Final discretion on the payment of the expenses will remain with the National Gallery. No other payment of any kind will be made in respect of any costs associated with, or incurred in, the preparation and submission of a response at either stage or as part of the selection process.

CLARIFICATIONS TO THE DESIGN BRIEF & THE CONDITIONS

During both stages of the selection process, the National Gallery may, at any time prior to the submission date, issue notifications to clarify points made in the Design Brief or The Conditions document, and MRC shall notify all candidates of any such clarifications. If MRC issues any such clarifications to candidates during the selection process 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 formal process documentation.

The Q&A responses will also form clarifications to the Design Brief and The Conditions and should be considered by all candidates. Accordingly, all candidates will be deemed to have taken account of these in preparing their submission.

RETURN OF MATERIALS

All material which is submitted as part of a response to either stage of this selection process will be retained by the National Gallery and will not be returned to participants.

LANGUAGE

The official language of the selection process 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 Gallery and MRC will take reasonable steps to protect and care for entries, but neither organisation will insure the proposals at any time, and such entries remain at the candidate's risk at all times. Candidates 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.

Appendices

- A.** Selection Questionnaire
- B.** Selection Process Programme
- C.** Pricing Matrix
- D.** Form of Tender
- E.** National Gallery Building Policies
- F.** Scope of Services and Form of Contract

Appendices C-F will be provided to shortlisted design teams at stage two.

