

A NEW TOMORROW FOR
THE NATIONAL GALLERY:
DESIGN COMPETITION FOR A NEW WING

THE
NATIONAL
GALLERY

ABOUT THE COMPETITION

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1.0 SETTING THE SCENE

1.1 STRUCTURE AND PURPOSE OF THIS COMPETITION

The National Gallery is looking to appoint an architectural team with exceptional creativity to design and deliver a new wing for the Gallery, which is located on Trafalgar Square in central London (as shown in the Redline Plan in Appendix C).

Given the significance of the commission, the selection of this team will involve a design competition.

The competitive flexible process will be run in accordance with Public Procurement Regulations 2023 and comprise two stages:

Stage 1: Submission of a completed Procurement Specific Questionnaire (PSQ) from architectural teams that believe they meet the specified criteria. See Appendix A.

Stage 2: A design competition between no more than six shortlisted candidates.

1.2 SCOPE OF SERVICES

The successful architectural team will be appointed to undertake RIBA Stages 1-7 and candidates will need to be able to demonstrate that they are able to deliver a project of comparable scale and complexity in the United Kingdom.

The role of the architectural team will include:

- Principal Designer under CDM Regulations 2015.
- Principal Designer under the Building Safety Act 2022.

It is recognised that candidates may wish to come forward with more than one organisation in their teams. This being the case, please refer to item 3.3 below.

It should be noted that the competition is looking to identify the architectural team (as defined by the Scope of Services in Appendix D); it is not looking for a full design team. The appointed architectural team will be involved in the selection of the wider design team (landscape designer, engineers etc), which will follow the appointment of the architect.

2.0 STAGE 1 HEADLINES

Stage 1 is a compliance and capability stage only.

At Stage 1, the Gallery is seeking expressions of interest from architectural teams. Candidates will be required to complete the PSQ, see Appendix A and described in item 3.0 below.

2.1 STAGE 1 BRIEFING MATERIAL

As well as this document and the accompanying document: **National Gallery - About the Project**, the following appendices form part of the Stage 1 brief:

- **Appendix A - Procurement Specific Questionnaire (PSQ)** including PSQ Appendix 1: Technical Pass/Fail Assessment Matrix – to be completed by the Lead Supplier at Stage 1.
- **Appendix B - File names for submissions** to be used by candidates when submitting responses to the PSQ.
- **Appendix C - Red line boundary** showing the location of the project.
- **Appendix D - Form of Appointment for Consultants** including the architectural scope of services.
- **Appendix E - NDA** which will need to be signed by all candidates.

2.2 DELTA E-TENDERING PORTAL

The formal request for Stage 1 submissions, together with any updates to the brief and responses to queries, will be published on the Delta e-tendering Portal:

<https://www.delta-esourcing.com/tenders/UK-title/C2Z8RA73MZ>

Please note that all Stage 1 submissions will need to be submitted via the portal.

2.3 STAGE 1: SUBMISSION DEADLINE

All submissions must be uploaded, via the Delta Portal, no later than **12 noon on Friday 17 October 2025**. Late submissions will not be accepted. Candidates are responsible for ensuring that their complete submission is uploaded before the deadline.

2.4 STAGE 1: SUBMISSION FORMAT

Stage 1 submissions must follow the format laid out in the PSQ which can be found on the Delta Portal, and is included with this document as Appendix A. For information about completing the PSQ please refer to item 3.0 below.

For details about the naming protocols for submitted folders and files, please refer to Appendix B.

Candidates must adhere to the specified page restrictions and word counts specified in the PSQ. No additional title sheets, divider pages, appendices, or promotional material are permitted. Any such content will be removed prior to circulation to the Shortlisting Panel. Candidates are encouraged to be succinct in their responses and to use their design skills to create submissions that are easy to navigate and read, using appropriate font sizes, line spacings and margin widths.

2.5 STAGE 1: ASSESSMENT

All submissions will be assessed in accordance with the Stage 1 requirements set out in this document.

- Candidates that fail any of the Pass/Fail questions in the PSQ will not be assessed by the Shortlisting Panel.
- The Shortlisting Panel will consider all compliant submissions.
- The Shortlisting Panel will score questions Q24 to Q27 in the PSQ as described in item 6.0 below. These relate to a candidate's Technical Ability:
 - 50% Design Philosophy.
 - 50% Skills and Experience.
- No more than six candidates will be shortlisted and invited to participate in Stage 2 of the competition.

3.0 STAGE 1: ABOUT THE PROCUREMENT SPECIFIC QUESTIONNAIRE (PSQ)

Any candidate wishing to be considered for this project, will need to submit a completed PSQ.

3.1 GLOSSARY OF TERMS

- **'Associated Persons':** are people or organisations that the Lead Supplier is relying upon to meet the minimum conditions of participation (e.g. financial capacity, technical ability, or to provide key roles). Associated Persons may include Consortium Members, or Sub-consultants, parent companies, subsidiaries, or other entities. They are not Guarantors (see below).
Where the Lead Supplier is using other organisations to act as the Creative Lead, the Delivery Lead or the Principal Designer under CDM Regulations 2015 and the Building Safety Act 2022, then the organisations providing these services should be listed as Associated Persons.
- **'Central Digital Platform' (CDP):** the Lead Supplier and all Sub-consultants or Consortium Members will need to register on the Government's Find a Tender Portal and quote their unique identifier in the PSQ document. <https://www.gov.uk/find-tender>
- **'Creative Lead':** if the candidate's team comprises more than one organisation, then it must be made clear in the PSQ which organisation will be responsible for creating the design concept for the project. This is the Creative Lead. If the Creative Lead is not the Lead Supplier, then they must be listed as an Associated Person.
- **'Debarment list':** is the register of suppliers maintained under the Procurement Act 2023 (and formerly PCR 2015), listing organisations that are excluded from public procurements due to mandatory or discretionary exclusion grounds.
- **'Delivery Lead':** if the candidate's team includes more than one organisation, then it must be made clear in the PSQ which organisation will be responsible for providing the bulk of the resourcing at RIBA stages 4 to 7. This is the Delivery Lead. If the Delivery Lead is not the Lead Supplier, then they must be listed as an Associated Person.
- **'DELTA e-tendering Portal':** is the internet-based portal where the PSQ can be found. Candidates will need to upload their submissions to the portal by the specified deadlines. All communication with candidates will be undertaken through the portal.
- **'Guarantors':** are other organisations that the Lead Supplier is relying on to act as a financial guarantor – for example parent companies.
- **'Lead Member of a Consortium':** if the candidate's team is set up as a consortium of more than one organisation, then the Lead Supplier in that consortium is referred to as the Lead Member of a Consortium.

- **‘Lead Supplier’:** is the organisation with which the Gallery will enter into a contract. The Lead Supplier is responsible for completing and signing the PSQ. The Lead Supplier may be a ‘Single Supplier’ or ‘Lead Member of a Consortium’.
- **‘PSQ’:** is the Procurement Specific Questionnaire which needs to be completed by all candidates at Stage 1 of the competition.
- **‘Single Supplier’:** if the candidate’s team comprises only one organisation, then it is referred to as a Single Supplier.
- **‘Sub-consultants’:** are individuals or organisations that the **Lead Supplier** intends to use in performing the contract. Sub-consultants provide specialist input or services under the Lead Supplier’s responsibility. Sub-consultants may or may not also be classed as **Associated Persons** (see above), depending on whether the Lead Supplier is relying on them to meet minimum conditions of participation.

3.2 FORMAT OF THE PSQ

The PSQ contains 31 questions in three parts, including a declaration. All parts include Pass/Fail questions that must be passed if a candidate is to be considered for this project.

- **Part 1: Q1 to Q5: The Lead Supplier**
Questions about the Lead Supplier: the organisation with which the Gallery will enter into a contract.
- **Part 2: Q6 to Q11: Associated Persons, Sub-consultants or Consortium Members**
Questions about any Associated Persons, Sub-consultants or Consortium Members that are included in the candidate’s team.
- **Part 3: Q12 to Q31: Conditions of Participation**
Questions that relate to this specific project, including Pass/Fail questions; questions that will be scored by the Shortlisting Panel; a declaration about conflicts of interest; the Non-Disclosure Agreement (NDA) that needs to be signed by all candidates; and a confirmation statement, to be signed by the Lead Supplier.

3.3 COLLABORATIONS

Candidates may wish to gather a team of different organisations or individual consultants to fulfil the role of architect on this project. In particular, the Gallery would like to encourage smaller architectural practices to consider taking the role of Creative Lead on this project although, given scale and complexity of the project, it is likely that they will need to partner with a larger organisation that is able to meet the requirements of the Delivery Lead.

In this case, the contractual relationship between these organisations and/or consultants, and the roles and responsibilities for each organisation within the team, will need to be clearly set out in the PSQ. In particular, the organisation that The National Gallery will contract with, known as the Lead Supplier, will need to be specified. The requested information about any other organisations or individuals in the team will also need to be provided in the PSQ.

Please note:

- Any organisation may only participate in one team as the Lead Supplier.
- Any organisation or individual proposed as a Creative Lead may only participate in one team.
- Associated Persons, Sub-Consultants or Consortium Members may join multiple teams. However, exclusivity of personnel is required where this is the case.
- Where more than one organisation is being put forward, the Creative Lead and the Delivery Lead must also be identified.

3.4 COMPLETING THE PSQ

Part 1: Q1 to Q5: The Lead Supplier

- To be completed by the Lead Supplier.
- Candidates must register on the Central Digital Platform (CDP) at <https://www.gov.uk/find-tender>, submit their core information, and share this with The National Gallery. This avoids re-entering the same data for different procurement applications.

Part 2A: Q6 to Q9: Associated Persons

- To be completed by the Lead Supplier, listing all Associated Persons that are being relied upon to satisfy the conditions of participation.
- Please remember that where the Lead Supplier is using other organisations to act as the Creative Lead, the Delivery Lead or the Principal Designer under CDM Regulations 2015 and the Building Safety Act 2022, then the organisations providing these services should be listed as Associated Persons.
- Candidates must confirm whether any mandatory or discretionary exclusion grounds apply to the Associated Persons (e.g. misconduct, financial irregularity, criminal conviction).
- Candidates must also declare the status of all the Associated Persons relied upon to meet conditions of participation.
- All Associated Persons must be checked against the statutory Debarment List.

Part 2B: Q10 to Q11: Sub-consultants or Consortium Members

- To be completed by the Lead Supplier, listing all known Sub-consultants or Consortium Members who are NOT Associated Persons but are being relied upon to fulfil the requirements.
- Please remember that where the Lead Supplier is using other organisations to act as the Creative Lead, the Delivery Lead or the Principal Designer under CDM Regulations 2015 and the Building Safety Act 2022, then the organisations providing these services should be listed as Associated Persons.
- Candidates must confirm whether any mandatory or discretionary exclusion grounds apply to the Sub-consultants or Consortium Members (e.g. misconduct, financial irregularity, criminal conviction).
- Candidates must also declare the status of all the Sub-consultants or Consortium Members relied upon to meet conditions of participation.
- All Sub-consultants or Consortium Members must be checked against the statutory Debarment List.
- Where the identity of the Sub-consultants or Consortium Members are not known at the start of this procurement process, candidates must confirm this and provide details once identified.

Part 3: Q12 to Q31: Conditions of Participation

- Unless otherwise noted, this part is to be completed by the Lead Supplier on behalf of the team.
- Please note that these questions refer to the strength and depth of the organisations in the team, they are not about the individuals that will work on the project, that information will be requested from shortlisted candidates at Stage 2 of the competition.
- Pass/Fail questions confirm that each candidate meets the minimum conditions of participation, covering organisational capacity, professional standing and regulatory competence. Scored questions then allow the Gallery to differentiate between technically capable candidates, based on the quality of their team, approach, and experience.
- This section comprises five interrelated elements:
 1. **Q12 to Q18 are Pass/Fail questions that relate to financial, insurance levels and legal capacity.**

These questions should be completed by the Lead Supplier, and include information about Associated Persons, Sub-Consultants or Consortium Members, as required.
 2. **Q19 to Q23 are Pass/Fail questions that relate to Technical Ability.**

When answering these questions, please reference the 'PSQ Appendix 1: Technical Pass/Fail Assessment Matrix' for guidance.

These questions should be completed by the Lead Supplier with input from its Associated Persons, Sub-consultants or Consortium Members as required.

A 'pass' is required for a Candidate to be shortlisted to Stage 2 of the competition.
 3. **Q24 to Q27 are scored questions that relate to Technical Ability.**

These questions should be completed by the Lead Supplier with input from its Associated Persons, Sub-consultants or Consortium Members as required.

The answers to these questions will be scored.

For details of the submission requirements, see item 4.0 below.

Assessment weighting and scoring of these items are detailed in item 5.0 below.
 4. **Q28 relates to Modern Slavery.**

Where applicable, it should be completed on behalf of all members of the team with a Modern Slavery Statement.
 5. **Q29 to Q31 relate to Conflicts of Interest, the NDA and a Confirmation Statement.**

These questions should be completed by the Lead Supplier with input from its Associated Persons, Sub-consultants or Consortium Members as required.

4.0 STAGE 1: PSQ SCORED QUESTIONS

Q24 to Q27 in the PSQ relate to Technical Ability. These will be scored by the Shortlisting Panel and are set out in two sections:

1. **Design philosophy**
 - Visual presentation (PSQ Q24).
 - Written presentation (PSQ Q25).
2. **Skills and experience**
 - Skills in the team (PSQ Q26).
 - Experience of the team (PSQ Q27).

4.1 DESIGN PHILOSOPHY

Visual Presentation (PSQ Q24)

A single A1 side, describing the architectural ethos that drives the candidate's creative vision and design philosophy when considering a cultural project of national and international significance in an historic urban setting. This is not a request for design ideas for the National Gallery, rather it is an opportunity for the candidate to demonstrate its technical ability in a visual format, while demonstrating also, an ability to communicate creative thinking and design ideas clearly. The board should address:

- Architectural ethos, creative vision and design philosophy.
- Ability to innovate effectively.
- Understanding of current and future trends in gallery design.
- Ability to deliver architecture that could have a positive impact on the cultural life of the UK and the built environment of Westminster.

The board may include up to 300 words alongside photos, sketches, drawings or diagrams as appropriate.

Written Presentation (PSQ Q25)

No more than two A4 sides, with no more than 300 words per side, of concise and pertinent text and images demonstrating the candidate's technical ability and approach to:

- Historic urban contexts – the team's approach to designing in an historic context and constrained urban environment, while contributing positively to the public realm.
- Complex cultural projects – the team's approach to working on complex cultural projects.
- Sustainability – the team's approach to creating sustainable developments, minimising short-term construction footprints and delivering long-term social, environmental, and economic sustainability.
- Innovation and long-term value – the team's approach to balancing innovation and long-term value with budget and time constraints.

4.2 SKILLS AND EXPERIENCE

Please remember that the Pass/Fail Q19 to Q23 in the PSQ confirm that each candidate meets the minimum conditions of participation, covering organisational capacity, professional standing and regulatory competence. The scored questions (Q24 to Q27) then allow the Gallery to differentiate between technically capable candidates, based on the quality of their team, approach, and experience.

Skills in the team (PSQ Q26)

No more than four A4 sides of concise and pertinent text and images, addressing the following:

- Team structure and interfaces – a description of the team, including an organogram, explaining how different disciplines and/or organisations work together.
If the Creative Lead and Delivery Lead are from different organisations, then this should be made clear and the rationale for the split should be clearly explained.
- Key skills and expertise – a summary of the headline skills and expertise offered by the team, with short CVs of key individuals within the team. This request for CVs refers to the strength and depth of the organisations in the team, this is not a request for the CVs of individuals who will work on the project, that information will be requested from shortlisted candidates at Stage 2 of the competition.
- Collaborative working – no more than 300 words explaining how the team works collaboratively with its clients, internal and external stakeholders, and other consultants, on complex and evolving projects.
- Delivery capability – evidence that the team has the skills to deliver a fast-track, complex project in central London, from inception through to completion on site.

This should address the skills required to deliver relevant statutory approvals (planning, heritage and building regulations); fast track methods of construction; design team leadership and coordination (especially important for teams where the Creative Lead and the Delivery Lead are in different organisations); and BIM management.

Experience of the team (PSQ Q27)

Details of three case study projects to demonstrate that the candidate has the required creative, communication, management and technical skills to undertake a project of significance and complexity.

The case studies may be the work of different organisations within the candidate's team. Where the Creative Lead and the Delivery Lead are different organisations, at least one of the reference projects must be completed by the Creative Lead, and one by the Delivery Lead. Also note that one project referenced by the Delivery Lead should be that which is referred to in PSQ Q19; this is an opportunity to expand on the information submitted about this project.

The case studies should be limited to one side of A4 per project including images, and should provide the following information:

- Client name – including a contact person and email address (references will only be taken for shortlisted teams and by prior arrangement).
- Project details – including location, start and completion dates, estimated contract value and/or approximate size (m²), and project use.
- Key personnel – identifying the key individuals who worked on the project and their roles on the project.
- Brief description – (maximum 120 words) explaining why the project is relevant to The National Gallery.
- Illustrative images – of the project showing context as well as exterior and interior details.

5.0 STAGE 1: QUERIES

Candidates must not contact The National Gallery, Trustees, or any other stakeholders when considering whether to enter this competition, or in connection with preparing a submission.

All queries must be submitted via the Delta Portal no later than **26 September 2025**. Responses to the queries that are received will be posted on the Delta Portal by **03 October 2025**. Any clarifications, addenda, or updates to the process will be issued through the Delta Portal. Queries not submitted via the Delta Portal will not be considered.

It is the candidate's responsibility to check the Delta Portal, so they are aware of the latest information.

6.0 STAGE 1: EVALUATIONS

6.1 SHORTLISTING PANEL

A Shortlisting Panel comprising members of The National Gallery Executive and Trustees and will be responsible for evaluating all candidates that pass the Pass/Fail questions in the PSQ.

6.2 PASS/FAIL

To be considered for this project, candidates must firstly pass all the Pass/Fail questions in the PSQ. Only candidates that pass all the Pass/Fail questions will proceed to the scored evaluation.

6.3 THE SCORED EVALUATION

The scored evaluation will consider the candidate's responses to Q24 to Q27 in the PSQ, which are the scored questions about Technical Ability:

Design philosophy to which 50% of the score will be allocated

- Visual presentation (Q24) – 25% of the score.
- Written presentation (Q25) – 25% of the score.

Skills and experience to which 50% of the score will be allocated

- Skills in the team (Q26) – 25% of the score.
- Experience of the team (Q27) – 25% of the score.

6.4 DESIGN PHILOSOPHY

Visual Presentation (25%)

The Shortlisting Panel will assess whether the candidate has demonstrated creativity, integrity and innovation suitable for the gravitas of The National Gallery's international status. The score will be based on an overall assessment of the following:

- Sensitivity to material use and innovative construction approaches.
- Sensitivity to context and historic locations.
- Ability to address the challenges of the urban public realm.
- Sensitivity to the challenges facing gallery design.
- Ambition in relation to sustainability.

Written presentation (25%)

The Shortlisting Panel will consider the clarity and relevance of responses to the four topics requested in the submission requirements. The score will be based on an overall assessment of the following:

- Approach to constrained, historic, urban environments.
- Experience and insight in complex cultural projects and current/future trends in gallery design.
- Commitment to sustainable development.
- Ability to balance innovation and long-term value with cost and programme.

6.5 SKILLS AND EXPERIENCE

Skills in the team (25%)

The Shortlisting Panel will assess the candidate's team structure, expertise and collaborative capacity. The score will be based on an overall assessment of the following:

- Strength of creative leadership.
- Ability to design and deliver an innovative, internationally recognised gallery project.
- Expertise in working in sensitive historic locations.
- Placemaking skills.
- Capability to deliver a complex project in central London.
- Approach to collaboration with clients, stakeholders and consultants.
- Ability to inspire stakeholders and communicate vision.
- Expertise in sustainable delivery (environmental, social, economic).
- Ability to balance design quality, innovation, budget and programme.
- Competence in fast-track project delivery and BIM/statutory coordination.

Experience of the team (25%)

The Shortlisting Panel will assess the candidate's three submitted case studies, bearing in mind that at least one project must have been completed by the Creative Lead and one by the Delivery Lead, if these are different organisations. Also noting that one project referenced by the Delivery Lead should be that which is referred to in PSQ Q19.

The score will be based on an overall assessment of the following:

- Creative quality, innovation, contextual response, sustainable design, and human experience.
- Project scale and complexity (logistics, delivery constraints).
- Relevance of case studies to the challenges inherent in The National Gallery's project.
- Capability to deliver projects in compliance with UK legislation and regulatory frameworks, specifically:
 - The planning system.
 - Building Control requirements.
 - The Construction (Design and Management) Regulations 2015 (CDM 2015).
 - The Building Safety Act 2022.

6.6 SCORING METHODOLOGY

Each criterion will be scored on a scale of 0 to 10. The scores will be aggregated to give a percentage mark on a 50:50 ratio, whereby 50% is determined by the marks allocated to Design Philosophy and 50% by the marks allocated to Skills and Experience, in accordance with subdivision of percentages listed above – no further weighting will be applied. The scores are defined as follows:

Score	Description
10	Exemplary Response: The response provides all of the relevant information, and the responses demonstrate a high degree of relevance to all of the requirements set out in the Assessment Criteria, and a number of examples of innovation.
9	Outstanding Response: The response provides all of the required information. The responses demonstrate a high degree of relevance to all of the requirements set out in the assessment criteria, and some examples of innovation.
8	Excellent Response: The response provides all of the required information. The responses demonstrate a high degree of relevance to the requirements set out in the assessment criteria.
7	Very Good Response: The response provides all of the required information, and all the responses demonstrate direct relevance to the majority of the requirements set out in the assessment criteria.
6	Good Response: The response provides all of the required information. Some of the responses demonstrate direct relevance to the requirements set out in the assessment criteria.
5	Satisfactory Response: The response is considered to provide the majority of the required information, and the responses have relevance to the majority of the requirements set out in the assessment criteria.
4	Unsatisfactory Response: The response contains minor omissions, and/or the responses are relevant to only some of the requirements set out in the assessment criteria.
3	Poor Response: The information provided contains a number of significant omissions and/or the responses are only relevant to a minority of the requirements set out in the assessment criteria.
2	Very Poor Response: The information provided contains extensive and significant omissions, and/or the relevance of the response is questionable.
1	Questionably Unacceptable Response: The information provided is largely incomplete, and/or the responses cannot be considered relevant.
0	Non-Compliant Response: No information is provided, or the content of the response does not address the stated requirements.

7.0 SHORTLISTING TO STAGE 2 OF THE COMPETITION

Following the assessment process described in item 6.0 above, the Shortlisting Panel will compile scores for all the candidates that meet the Pass/Fail criteria. Based on these results, no more than six candidates will be shortlisted and invited to participate in Stage 2 of the competition. In the event of a tie, the candidate with the highest score for Design Philosophy will be selected, reflecting The National Gallery's prioritisation of architectural vision and creativity.

It is the intention to announce the shortlist on **28 November 2025**.

Feedback will be given to candidates that are not shortlisted, via the Delta Portal.

8.0 STAGE 2: BRIEFING INFORMATION

8.1 BACKGROUND INFORMATION

Detailed information will be given to the shortlisted candidates to enable reasonable design ideas to be created. These will include design and technical briefs, surveys and drawings as available.

A Resource Schedule and a Fee Schedule, to be completed as part of the Stage 2 submission, will also be provided.

8.2 STAGE 2 INVITATION TO TENDER (ITT)

In Stage 2, a detailed ITT will be issued, setting out the full requirements for the design competition. This will also include the formal Form of Tender, which candidates will be required to complete as part of their Stage 2 submission. It is expected that the ITT will include:

Introduction and Background

- Project overview and objectives.
- Summary of Stage 1 outcome and Stage 2 competition process.
- Key client priorities (design excellence, sustainability, programme, cost discipline).

Instructions to Tenderers

- ITT timetable.
- Format and submission requirements.
- Clarifications and communications protocol.
- Confidentiality and NDA obligations.

Scope of Services

- Role of the architect (Lead Designer, Principal Designer under CDM and Building Safety Act).
- Extent of design responsibility (RIBA Stages 1–7).
- Collaboration with other consultants and specialists.

Design Response Requirements

- Developed design response to the Stage 2 Brief.
- Drawings, sketches, diagrams and/or digital presentations.
- Narrative report (design philosophy, sustainability strategy, delivery approach).
- Public presentation materials (if required by The National Gallery).

Commercial Proposal

- Fee proposal (broken down by RIBA Stage and discipline).
- Resource schedule (key personnel and indicative time allocations).
- Assumptions and exclusions.

Programme and Methodology

- Proposed design programme (aligned to The National Gallery's high-level programme).
- Approach to managing governance gateways and approvals.
- Design management methodology, including BIM and information management.

Contract and Legal Matters

- Confirmation of acceptance of draft form of appointment (Appendix D).
- Proposed amendments or clarifications (if permitted).
- Confirmation of insurance cover and liabilities.

Evaluation Criteria

- Outline of Stage 2 scoring methodology (design response, commercial, delivery, interviews).
- Weightings for each criterion.

Tender Clarifications and Interviews

- Format of presentations/interviews.
- Clarification questions and negotiation procedure.

9.0 STAGE 2: HONORARIUM

Each candidate that is shortlisted to take part in Stage 2 will be offered an honorarium of £50,000 (+ VAT if appropriate), payable on receipt of a compliant Stage 2 submission.

10.0 STAGE 2: BRIEFING ARRANGEMENTS

A briefing session and a site visit will be held with the Candidates, on **09 December 2025**. All candidates will be briefed together.

The briefing will include:

- Framework for Stage 2 of the competition.
- Presentation from key stakeholders.
- Competition design brief.
- Tour of the site.

11.0 STAGE 2: SUBMISSION REQUIREMENTS

11.1 STAGE 2 DELIVERABLES

This is a design competition, but the Stage 2 Jury Panel (see item 14.0 below) will also want to understand what each candidate will be like to work with, and how they will approach the challenges and the opportunities inherent in this project.

It is expected that six deliverables will be required:

1. A completed ITT document – digital.
2. Drawings, words and a short video describing the design for this project – digital.
3. A Social Value statement – digital.
4. A design delivery report, including fees and a response to the proposed form of contract – digital.
5. Visit to the candidate's offices.
6. Attendance at a final interview.

11.2 DESIGNS FOR THIS PROJECT

Video

A short video, of no more than three minutes, from the candidate's Creative Lead, explaining the ideas behind their design for this project.

Design concept

- Presentation panels
No more than six A1 sides, to describe the design proposals using drawings, diagrams, sketches and illustrations. This should be a **visual presentation** that demonstrates the team's ability to communicate design ideas and tell a compelling story about place making, architecture and gallery design. Text on these sheets should be limited to headings; a narrative describing the design approach is requested separately – see below.
- Approach to materials
One A1 side, describing the proposed use of materials, innovative building techniques and tectonic intentions and juxtapositions.
- Illustrations
Three illustrations as follows:
 1. Two exterior views from specified locations, showing the context and place making relationships of the design ideas.
 2. Interior view showing a gallery space in the new wing.
- Scale drawings
1:500 Site plan and public realm.
1:250 Massing drawings, floor plans, sections, and elevations to show GAs, public realm, connections to the existing gallery, etc.
- Narrative
Up to four A4 sides of text:
 - Up to two sides of A4 with a narrative that describes the design approach.
 - A single side of A4 explaining how the design will achieve The National Gallery's long term sustainability targets, in particular with regard to carbon footprint.
 - A single side of A4 with the schedule of accommodation with floor areas.

11.3 SOCIAL VALUE STATEMENT

The National Gallery is seeking to maximise public benefit through this commission. Candidates will be asked to deliver a Social Value statement to demonstrate how their proposals will deliver wider positive outcomes. This may include:

- Advancing environmental sustainability.
- Supporting skills development and knowledge transfer.
- Creating opportunities for community engagement and cultural participation.
- Delivering a lasting social, cultural, and economic legacy.

11.4 DESIGN DELIVERY FOR THIS PROJECT

Working Methods

No more than six A4 sides of concise and pertinent text, diagrams and images, as required, addressing:

1. Working with the Gallery and other stakeholders to embed future-proofing and innovation into the design of the project.
2. Working with the Gallery and other stakeholders to embed sustainability in the design of the project.
3. Engaging with the Gallery and other stakeholders to gain buy-in for the proposed design approach.
4. Delivering a high quality, functional project, while meeting the Gallery's commercial and viability constraints.
5. A response to the planned project programme, in particular addressing the delivery of innovation through fast-track methods of construction.
6. A response to the anticipated project budget and how the candidate would expect to deliver value for money.

Resourcing

A completed Resource Schedule that includes an indication of the % of time that key players and others will allocate to each stage of the project, and a capacity statement.

Fees

Each candidate will be required to complete a Fee Schedule for RIBA Stages 1–7, setting out fee breakdowns by work stage and resource allocations.

Contract Information

Each candidate will be required to provide a clear response regarding the proposed Form of Appointment for Consultants (see Appendix D).

The National Gallery's expectation is that the appointment will proceed substantially on the terms of the draft form of appointment, with only minor clarifications or project-specific adjustments where strictly necessary.

Submissions should include:

- Confirmation of acceptance: written confirmation that the Lead Supplier is willing and able to enter into the proposed form of contract, subject only to limited points of clarification.
- Issues for discussion: where any areas of concern remain, these should be set these out clearly, with reference to specific clauses, together with an explanation of how they may impact ability to deliver the services.
- Consistency with tender: any material amendments proposed by the candidate will be taken into account in the evaluation of the commercial submission and may affect scoring.

11.5 VISITS TO THE CANDIDATES' OFFICES

Once the Stage 2 submissions have been delivered, the Jury Panel will want to visit each candidate's office. The purpose of the visits is for the members of the Jury Panel to meet the candidates in their offices, and hear about the practice philosophy, working methods and past projects in the candidate's own words.

The visits should **not be seen as an opportunity to review or discuss the candidate's submissions for this project, or to discuss any concerns or queries that members of the Jury Panel may have** – these will be addressed in the formal interviews.

11.6 INTERVIEW

The Jury Panel will conduct interviews with each of the candidates. These are expected to last no more than 60 minutes and will include time for a presentation and for a Q&A session. The interviews will take place in London.

12.0 TECHNICAL CLARIFICATION MEETINGS

Each candidate will be offered a number of mid-stage technical clarification sessions with the Gallery's technical advisors (e.g. civil, structural and highways engineers), together with cost consultants.

The purpose of these meetings is to sense-check the feasibility of emerging proposals against engineering, statutory, cost and programme considerations. To maintain transparency, fairness and compliance with public procurement regulations, the following rules will apply:

Format

- Each candidate will be offered the same maximum duration.
- Meetings will follow a structured agenda set in advance by the Gallery's advisors.
- Attendance will be limited to the competing team and the Gallery's technical advisors/cost consultants.

Scope of Discussion

- Clarifications will be limited to factual technical input (e.g. civil, structural, highways, statutory requirements, cost benchmarks, programme constraints).
- No prescriptive advice or aesthetic judgement will be given.
- All questions must be framed in terms of feasibility and compliance, not aesthetic judgement.

Record of Meeting

- A written note of each meeting will be produced.
- Any clarifications of general relevance will be anonymised and shared with all candidates via the Delta Portal.

Equal Treatment

- All candidates will receive access to the same baseline information and clarifications.
- No individual candidate will be given additional information that could create a competitive advantage.

Scoring

- These sessions will NOT BE SCORED and will not form any part of the evaluation process.

13.0 STAGE 2: JURY PANEL

Stage 2 of the competition will be judged by a Jury Panel that will include representatives of The National Gallery, supported by independent experts from the sector. The panel will be chaired by John Booth, Chairman of the National Gallery Board of Trustees. Other members of the Jury Panel will be announced in due course.

14.0 STAGE 2: SUPPORT TO THE JURY PANEL

14.1 ADVISORY PANEL

In Stage 2 of the competition, the Jury Panel will be assisted by an Advisory Panel which is expected to include representatives of the Gallery, as well as external consultants as required to assess the submissions. This panel will review:

- Buildability of the proposed design.
- Cost of the proposed design.
- Deliverability of the proposed design.
- Sustainability considerations.

The Advisory Panel will review the Stage 2 submissions and submit written reports outlining the pros and cons of each team (but not expressing a preference) to the Jury Panel, to inform the Jury Panel's decision-making process. The Advisory Panel will also have sight of the candidates Stage 1 submissions.

Please note that while comments from the Advisory Panel will be considered by the members of the Jury, the Jury Panel will be responsible for the final selection of the candidate that will be recommended for ratification to The National Gallery Board of Trustees.

14.2 FEE ANALYSIS

Fees will be kept separate from the other submission documents. An analysis will be undertaken and shared with the Jury Panel after the interviews, once the qualitative assessment has been undertaken.

14.3 PUBLIC ENGAGEMENT

If there is a public exhibition of the design proposals, then comments from the public may be collated and shared with the Jury Panel members.

15.0 STAGE 2: EVALUATION CRITERIA

15.1 EVALUATION PROCESS

The Stage 2 deliverables will be assessed by the Jury Panel.

Each member of the Jury Panel will be given the opportunity to review the deliverables from each candidate in their own time, before meeting with other jurors. The evaluation of each deliverable will be undertaken collectively by the Jury Panel, bearing in mind the published evaluation criteria. The specific weightings for each deliverable will then be applied to calculate an overall percentage score for each submission. Once the qualitative elements of the evaluation have been discussed, the fee analysis will be revealed to the Jury Panel members.

The scored evaluation will consider the candidate's Stage 2 deliverables as follows:

Designs for this project to which 40% of the score will be allocated.

- Video and design concept – 40% of the score.

Social Value statement to which 10% of the score will be allocated.

Design delivery for this project to which 45% of the score will be allocated

- Working methods and resourcing – 15% of the score.
- Fees – 30% of the score.
- Contract Information – NOT SCORED.

Visits to the architects' offices NOT SCORED.

Interview to which 5% of the score will be allocated.

15.2 DESIGNS FOR THIS PROJECT

Design concept and video (40%)

The following, unweighted issues will be considered:

- Is the candidate able to present ideas clearly and convincingly, in a manner that appeals to both the lay-person and the expert?
- Do the candidate's passions resonate with the Gallery's vision for this project?
- Are the design ideas appropriately ground-breaking and innovative for an internationally acclaimed gallery project?
- Do the design ideas demonstrate an understanding of the Gallery's national and international status: is this candidate capable of designing something truly special for The National Gallery?
- Do the design ideas demonstrate a sensitivity to the context and create a pleasing and viable addition to the public realm, appropriate to a project of this importance and complexity?
- Do the design ideas address the practicalities of integrating the island site with the existing gallery?
- Has the candidate demonstrated an approach to design that commits to sustainable development, looking at both minimising the short-term construction footprint and delivering long-term social, environmental, and economic sustainability?
- Has the candidate demonstrated an ability to face the pragmatic requirements of a project of this nature and complexity?
- Has the candidate demonstrated an ability to design for the human interactions that will bring the new gallery to life?
- Has the candidate understood the complexity of collection display and demonstrated an approach that reflects the aspirations of The National Gallery?

15.3 SOCIAL VALUE STATEMENT

Social Value (10%)

Assessment will focus on how effectively candidates maximise public benefit.

A detailed scope will be given as part of the Stage 2 brief. It is likely to address:

- Sustainability and environmental legacy.
- Skills and workforce development.
- Community engagement and benefit.
- Wider cultural and social value, including lasting impact beyond the project.

15.4 DESIGN DELIVERY FOR THIS PROJECT

Working methods and resourcing (15%)

The following, unweighted issues will be considered:

- Will this candidate be a good 'fit' with The National Gallery, in terms of working methods, including its ability to work collaboratively?
- Is this candidate's approach to future-proofing and innovation appropriate to the project?
- Is this candidate's approach to sustainability appropriate to the project?
- Is this candidate's approach to getting buy-in from stakeholders and collaborative design appropriate to the project?
- Can this candidate deliver a high quality, functional project while meeting commercial and viability constraints?
- Is this candidate's approach to programming appropriate, in particular delivering innovation through fast-track methods of construction?
- Has this candidate allocated the appropriate level of resource to each stage of the project, in terms of quality and quantity?

Fees (30%)

Fee proposals will be assessed to ensure value for money, transparency, and consistency with the scale and complexity of the project.

The Jury Panel will consider the following:

- Clarity and transparency: are the fees clearly presented and broken down by RIBA Stage and discipline?
- Resourcing: do the fees align with the proposed staffing and resource schedules?
- Value for money: is the level of fee proportionate to the quality and scope of services required?
- Assumptions and exclusions: have assumptions and exclusions been stated clearly and are they reasonable, without undermining the deliverability of the services?
- Comparability: are the fees consistent with industry benchmarks for projects of similar scale and complexity?

Fee scoring will be based on a published algorithm to ensure fairness, with the lowest compliant bid receiving the maximum marks and other bids being scored relative to this.

15.5 CONTRACT INFORMATION

Candidates will be asked to provide any detailed comments on the proposed Form of Appointment for Consultants included as Appendix D. Only amendments to the proposed form of appointment submitted as part of the Stage 2 response will be considered, and wholesale rejection of the contract will not be acceptable. Where amendments are considered by the Gallery's advisers to alter the intended risk profile of the form of appointment, this will be taken into account in the commercial assessment.

15.6 INTERVIEW

Interview with the Jury Panel (5%)

The purpose of the interview is for the Jury Panel to hear from key team members of the candidate's team in person, and to discuss how they plan to approach this project.

The following, unweighted issues will be considered:

- Did the relevant team members attend the interview and were they each given the opportunity to make meaningful contributions?
- At the interview, did the candidate demonstrate empathy with the historical, cultural and physical context of The National Gallery and an understanding of the challenges and opportunities presented by this project?
- At the interview, did the candidate demonstrate the creativity, innovation and design flair that will be needed to meet the Gallery's aspirations for this project?
- At the interview, did the candidate convey an approach to design that was joyful and uplifting?
- At the interview, did the candidate demonstrate an understanding of the technical and logistical constraints and opportunities inherent in the project?
- At the interview, did the candidate demonstrate its ability to work collaboratively and engage with stakeholders?
- At the interview, did the members of the candidate's team work well together?
- At the interview, did the candidate present ideas clearly and convincingly, in a manner that would be appealing to both the lay-person and the expert?
- At the interview, did the candidate show that their passions resonate with the Gallery's vision for this project?

The Designs for this Project, the Social Value statement, the Design Delivery for this Project and the Interview will each be scored out of 10:

Score	Description
10	Exemplary Response: The response provides all of the relevant information, and the responses demonstrate a high degree of relevance to all of the requirements set out in the assessment criteria, and a number of examples of innovation.
9	Outstanding Response: The response provides all of the required information. The responses demonstrate a high degree of relevance to all of the requirements set out in the assessment criteria, and some examples of innovation.
8	Excellent Response: The response provides all of the required information. The responses demonstrate a high degree of relevance to the requirements set out in the assessment criteria.
7	Very Good Response: The response provides all of the required information, and/or all the responses demonstrate direct relevance to the majority of the requirements set out in the assessment criteria.
6	Good Response: The response provides all of the required information and/or some of the responses demonstrate direct relevance to the requirements set out in the assessment criteria.
5	Satisfactory Response: The response is considered to provide the majority of the required information, and/or the responses have relevance to the majority of the requirements set out in the assessment criteria.
4	Unsatisfactory Response: The response contains minor omissions, and/or the responses are relevant to only some of the requirements set out in the assessment criteria.
3	Poor Response: The information provided contains a number of significant omissions and/or the responses are only relevant to a minority of the requirements set out in the assessment criteria.
2	Very Poor Response: The information provided contains extensive and significant omissions, and/or the relevance of the response is questionable.
1	Questionably Unacceptable Response: The information provided is largely incomplete, and/or the responses cannot be considered relevant.
0	Non-Compliant Response: No information is provided, or the content of the response does not address the stated requirements.

16.0 KEY PROGRAMME DATES

STAGE 1	10.09.25	Competition launch.
	26.09.25	Deadline for any queries about this competition.
	17.10.25	Deadline for receipt of Stage 1 submissions.
	28.11.25	Announcement of the shortlisted candidates.
STAGE 2	09.12.25	Site visit and briefing session.
	13.02.26	Deadline for receipt of Stage 2 submissions.
	03 to 09.03.26	Office visits.
	19/20.03.26	Interviews with Jury Panel.
	04.26	Winner announced.

Please note that these dates are given in good faith, however, the client reserves the right to make changes if circumstances dictate.

17.0 PUBLICITY AND EXHIBITIONS

By entering this competition, candidates agree not to contact the press or media about the competition at any stage during or after the competition, without the written approval of the client. Equally, not to self-publicise their competition entry online or through other means.

There will be publicity associated with this competition as it progresses. By entering the competition, all candidates (whether or not they are shortlisted to take part in Stage 2 of the competition), acknowledge this fact, and freely consent to their submissions being used for this purpose.

It is the intention to use the visual elements of the submissions to raise awareness of the project and to give some publicity to candidates. In addition, shortlisted teams will be asked to provide a short biography for publicity purposes. The aim will be to reach as many stakeholders and community users as possible, especially those that are traditionally underrepresented in projects of this nature. The National Gallery will be looking at different ways to engage. If appropriate, visual elements and videos from the shortlisted candidates will be posted on-line and displayed in a public exhibition in London. Members of the public may be invited to comment on the exhibited materials, and their comments may be collated and shared with the Jury.

The winning candidate will be asked to make themselves available for interviews and contribute to press releases as arranged and requested by the Gallery's communications team over the course of the project.

18.0 COPYRIGHT

By submitting any materials (including, without limitation, written proposals, designs, diagrams or source code) as part of this competition, candidates hereby grant to The National Gallery a non-exclusive, worldwide, sub-licensable, irrevocable, royalty-free licence to use, copy and modify such submitted materials for the purpose of evaluating the tender, pursuant to the promotion and publicity of the Competition (as described herein) and for The National Gallery's archival purposes. The ownership of any copyright in such materials will be subject to the Copyright, Designs & Patent Act 1988.

19.0 DISQUALIFICATION

Any candidate will be excluded from the competition if:

- Its submission is received after the specified deadlines.
- In the opinion of the Jury Panel, the candidate does not fulfil the requirements of the brief.
- A candidate improperly attempts to influence the decision of the Shortlisting Panel at Stage 1, or the Jury Panel at Stage 2.
- Non-declaration of a conflict of interest.
- Any of the requirements of this competition brief are disregarded.

In the case of a disqualification, The National Gallery reserves the right not to pay the Stage 2 honorarium.

20.0 CONFIDENTIAL INFORMATION

The Gallery is a public authority within the meaning of the Freedom of Information Act 2000 (“FOIA”). Candidates should note that all information received by the Gallery may be subject to requests under the FOIA. Although the Gallery will seek to consult the company prior to disclosing information, responsibility for decisions to disclose recorded information will rest with the Gallery. Such decisions are subject to the jurisdiction of the Information Commissioner, the Information Tribunal and ultimately the courts.

Any personal data provided during the tender will be used for the purposes of evaluation as described in this document. The Gallery shall be a data controller responsible for such personal data and will ensure that it complies with all applicable data protection and privacy legislation in force from time to time. For detailed information on how the Gallery processes personal data, please see the [General Privacy Notice](#).

21.0 OTHER TERMS AND CONDITIONS

While the information contained in this document is believed to be correct at the time of issue, neither The National Gallery nor its advisors make any warranty or representation (express or implied) with respect to such information; nor will they accept any liability for its accuracy, adequacy or completeness.
